



Proposal for RFQ #19-003

**KEY WEST
AMPHITHEATER
MANAGEMENT**



Submitted to:

City Clerk
City of Key West
1300 White Street
Key West, Florida 33040

Submitted by:

Rams Head Promotions of Key West LLC
512 Eaton Street
Key West FL 33040



RAMS HEAD

Bill Muehlhauser
General Manager
Rams Head Promotions of Key west LLC
512 Eaton Street
Key West FL 33040

February 20, 2019

City Clerk
City of Key West
1300 White Street
Key West, Florida 33040

Reference: Key West Amphitheater Management RFQ # 19-003

Dear City of Key West,

Rams Head Promotions of Key West LLC in coordination with The Rams Head Group (hereinafter collectively known as "Rams Head") is pleased to submit our proposal to the City of Key West for Qualifications for Key West Amphitheater Management in response to the above referenced RFQ.

Having made a commitment to the City of Key West several years ago by investing time and effort into the music scene and community outreach programs, we believe Rams Head is the right solution for the City. We have the unique understanding of the importance of operating a municipally owned facility and being driven by a mission to help the City of Key West achieve the maximum revenue possible while providing the taxpayers and visitors a wide range of performances and services. Our depth of experience, qualifications and local relationships sets us apart from the competition and allows us to meet the objectives of the City. We are confident in our ability to provide the City with professional management, high quality service and fiscal return through exceptional calendar development and management event booking, cost efficient operations and enhanced revenue growth. Our experience and strong industry relationships will allow us to provide the highest level of service to the City and the taxpayers.

In addition to enhancing the venue's revenue stream, our operations will provide for employment opportunities for local workers and contractors.

Thank you for the opportunity to present our proposal and operational plan for the Key West Amphitheater. We are confident that Rams Head is the best choice to support the City of Key West and look forward to the opportunity to serve you.

Rams Head confirms its acknowledgement and acceptance of the terms and conditions of RFQ #19-003. Please contact me at bmuehlhauser@ramsheadgroup.com or 305-906-2173 if you have any questions or need clarifications regarding our proposal.

Sincerely,



Bill Muehlhauser
General Manager

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Executive Summary

Rams Head became interested in and began to focus on Key West and its music scene several years ago. While the company began its operations over 1,200 miles away from Key West in Annapolis, Maryland, we saw similarities between the two cities. Both love all things water related, have rich histories with the Navy, have experienced citizen's uprisings with the Conch and Maritime Republics, enjoy similarly popular and eccentric annual events with Fantasy Fest and Fringe Fest, and have a strong and growing interest in music and entertainment. We decided to put our drive, desire and wealth of experience managing and operating venues and promoting events in Maryland into action in Key West.

Rams Head's Key West presence began in October 2015, when we established a partnership with Key West Theater for a Winter Concert Series that has featured Grammy nominated and awarded artists Deana Carter, Edwin McCain, the Indigo Girls, JOHNNYSWIM and Robert Randolph and the Family Band. At the same time, we began tapping into and promoting as opening acts a cadre of beloved local Key West artists such as Shastina Chiles, Nick Norman and Caffeine Carl.

"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."

Tapley O. Johnson, III,
Founder, Key West Theater and Community Stage

In 2018, Rams Head expanded our Key West footprint by promoting successful events at the new Key West Amphitheater, including a Styx and Blue Oyster Cult concert in May 2018 and the venue's first sold out show featuring the Avett Brothers in November 2018.

Our time and involvement in Key West has given Rams Head a unique appreciation of the city's community, environment, lifestyle and music scene. We will bring our love of the island into managing and promoting the Key West Amphitheater through exceptional calendar development and management, by booking events that interest both the local community and visitors, and by operating the venue with professionalism and high quality services, all with a constant focus on increasing City revenues.

Rams Head's proposed 9-person management team led by Bill Muehlhauser, Rams Head Group Founder and CEO and a full-time Key West resident with over 40 years of venue management and promotion knowhow, is comprised of local Key West and Annapolis-based managers and support personnel. This talented team has vast knowledge and experience in managing, operating and promoting small and large venues and simple to multifaceted events of all types, and includes team members who have worked together on projects similar to the Key West Amphitheater.

Rams Head offers the City of Key West the best and most profitable solution for Amphitheater management, operations, and promotion that will enhance the venue and its surroundings, increase the range of programming and events, engage the local community and elevate guest experience.

Offeror Information

Project Name

Qualifications for Key West Amphitheater Management RFQ # 19-003

Firm Submitting Response

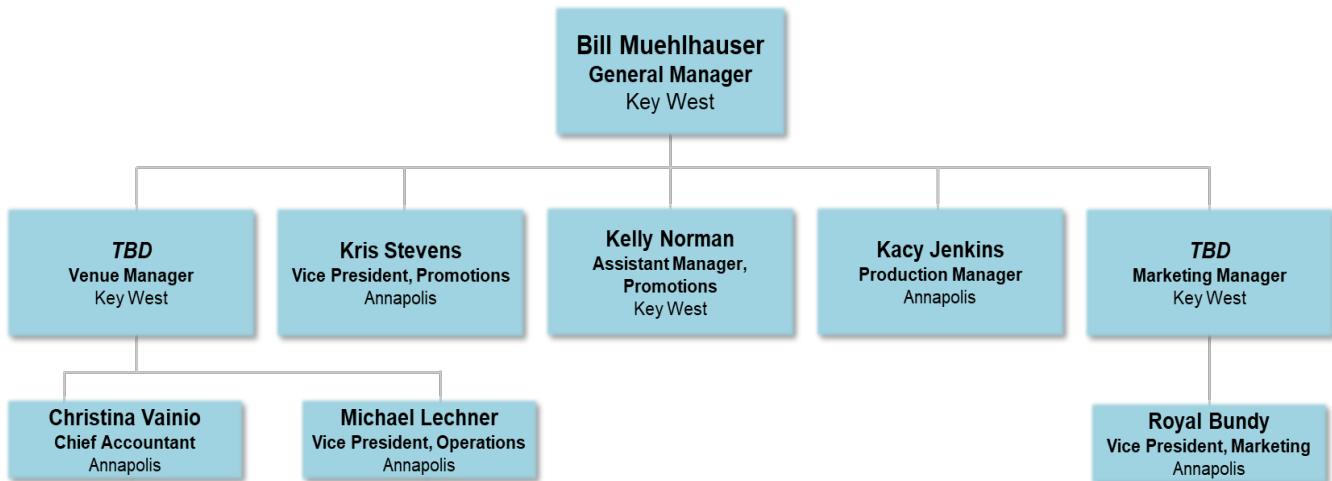
Rams Head Promotions of Key West LLC

Project Manager and Company Authority Name and Contact Information

Bill Muehlhauser
General Manager
Rams Head Promotions of Key West LLC
512 Eaton Street
Key West FL 33040
Phone: 305-906-2173
Email: bmuehlhauser@ramsheadgroup.com

Organizational Chart

Rams Head proposes the following organizational structure to manage and oversee operations for the Key West Amphitheater. The three-person Key West-based management team will be led by General Manager Bill Muehlhauser and include a Venue Manager and Marketing Manager who will oversee all operations, marketing, production, and staffing activities. Rams Head's Annapolis, Maryland-based team will provide additional marketing, productions and operations support, and handle all project finance and accounting functions.



Organizational Chart – Proposed Key West Amphitheater Management Team

Company Information and Background

Established in 1989 by owner Bill Muehlhauser, Rams Head is a family-owned and operated restaurant and entertainment company based in Annapolis, Maryland. Beginning with the flagship Rams Head Tavern restaurant in Annapolis, Rams Head's portfolio has grown to comprise five owned and operated Maryland restaurants, two Rams Head Tavern locations (Annapolis and Savage); Rams Head Roadhouse in Crownsville; Rams Head Dockside in Glen Burnie; and Rams Head Shore House in Stevensville. Rams Head also currently owns the more than 300-capacity Annapolis entertainment venue Rams Head On Stage, and previously owned and operated Rams Head Live in Baltimore and operated Rams Head Center Stage in Hanover, Maryland.

Rams Head has vast experience in booking talent for their own facilities as well as various venues and festivals. Rams Head focuses on spaces for 250 to 5,000 attendees, and provides assistance to hire sound, lighting, staging, artist hospitality, security and staffing for events at these venues. In addition to our own venues, Rams Head has been a talent buyer for Key West Amphitheater (2018 to present), Key West Theater – Key West, Florida (2015 to present), Pier Six Pavilion – Baltimore, Maryland (2006 to 2016), Maryland Hall – Annapolis (2004 to present), St. John's College Francis Scott Key Auditorium – Annapolis (2016 to present), Jergel's Rhythm Grille – Pittsburgh, Pennsylvania (2012 to 2017), and the Stanley Hotel – Estes Park, Colorado (2015 to 2018).

One of Rams Head's finest achievements is the partnership we developed with the City of Baltimore through the booking and management of the 4,200-capacity Pier Six Pavilion at Baltimore's Inner Harbor. Over a 10-year span, Rams Head welcomed over 700,000 concertgoers to this city-owned facility. During this time, Pier Six hosted a diverse group of artists including Earth, Wind, and Fire, Sting, Kesha, Stevie Wonder, James Taylor, John Legend, Diana Ross, Gladys Knight, and many more. Rams Head played an integral role in revitalizing the facility and created a significant economic impact through generated taxes, union wages, minority employment and visitor patronage at area businesses. We are proud of our role in developing Baltimore as music destination within Maryland and the greater Baltimore and Metropolitan Washington, DC areas.

Presenting over 400 shows a year, Rams Head is highly experienced in booking national entertainers and is well known within the music and entertainment industries as a talented promoter and partner. Rams Head's concert programming includes a vast array of talent, including R&B, Comedy, Jazz, Soul, and Classic Rock, to appeal to all music fans. Over the last five years, Rams Head has presented over 2,500 shows. Rams Head On Stage recently celebrated their 25th anniversary and the milestone of entertaining over one million concertgoers since 1997. While music is a focus of Rams Head's business, we also promote, organize and operate various fundraising, corporate, holiday, community and many other types of events.

Since our inception in 1989, Rams Head has grown its ranks from 12 to now over 500 employees. Rams Head is committed to hiring personnel from within our local community and promoting a diverse workforce. Although the company is not women or minority owned, women comprise over 50% of our employees. We promote mostly from within and women hold 60% of Rams Head's executive level positions.

Methodology and Approach

Administration

Rams Head prides itself on providing the ultimate entertainment experience at all of the venues we manage and promote.

Our history and prior success has allowed us to develop a proven management process that enables us to book, promote, and oversee a multitude of events.

As the Key West Amphitheater manager, Rams Head will plan and implement all Amphitheater event programming and scheduling drawing on our qualifications to manage operations, marketing, food and beverage services, seating, fundraising, sponsorships, corporate partnerships and ticket sales and showcasing our ability to work closely with booking agents, promoters and touring acts.

Master Calendar

Rams Head's experience and methods for booking and calendar management have been highly successful at all of the open venues we have managed and worked with. We create, coordinate and manage our master calendars with holds, challenges, and release to ensure that Rams Head is able to schedule the finest in national and local events.

Rams Head is committed to booking events of all sizes and types and audiences. While our goal is to bring high-level entertainment to the City of Key West, we also view the Amphitheater as an important gathering place for the community and a hub for locally based events. We look forward to working with the City to develop successful annual events and diverse, affordable and meaningful public activities.

The master calendar will be open for all event producers and promoters to allow scheduling of a wide variety of events. This open calendar approach will ensure transparency and increased bookings, resulting in higher revenues for the Amphitheater. Our calendar will also incorporate any events that may affect the Amphitheater and / or its surroundings in terms of parking, traffic, availability of services and accommodations, etc.

Plan for Traffic, Security and Sound Levels

In addition to the operational aspects involved in executing Amphitheater events, Rams Head also recognizes the City's concerns regarding traffic, security, and sound levels. Our management plan will address these concerns and provide solutions that ensure compliance with all City requirements and parameters. We will work closely with the City to coordinate a plan that includes all necessary permits and approvals.

Rams Head's traffic plan will consider, encourage and accommodate for the use of shuttle busses, bicycles and foot traffic as well as taxis and networks such as Uber and Lyft that enable movement of multiple passengers and lessen the number of vehicles on the roads to the Amphitheater and in the venue parking areas. We will develop and implement a security plan to protect people, assets, building systems, and equipment that incorporates an event safety plan, evacuation plan, incident reports, and site protection measures. We will also devise a plan to address event sound levels and their compliance with City noise ordinances.

"I've had the pleasure of working with Bill Muehlhauser and Rams Head on every one of their shows at the Sunset Green and the Key West Amphitheater.

Bill has worked with some of the best venues in the country, and he knows just what it will take to make the Amphitheater a state-of-the-art venue. The City couldn't choose a better manager."

J.L. Jamison, Jamison Productions

Financial Management

Rams Head believes that operating with complete and accurate financial disclosure is one of the most important commitments we make to the City of Key West.

Utilizing a shared services support model that provides for efficiencies and a best practices standard, our corporate finance and accounting team will provide support and guidance in all areas of financial and accounting administration and will work closely with the Amphitheater's management team in the development and maintenance of:

- Yearly budgets
- Five-year rolling operational financial forecast/proforma
- Developing and tracking key performance indicators
- Quarterly financial statement reporting
- Cash management
- Financial systems/internal controls
- Comparisons to budget and prior results
- Contract management, negotiation and compliance

Finance and Accounting Systems

Rams Head accepts the highest level of fiduciary responsibility and accountability to the City of Key West. Our shared services team provides supervision and support in all fiscal areas including internal controls, risk management, data processing, audits and cash management.

Rams Head has designed a financial accounting and reporting system based on our many years of experience in the venue and promotions business. This system will be tailored to meet the specific needs of the Amphitheater. Besides providing for our reporting needs, it will provide information useful in making sound and timely management decisions.

We will issue and analyze quarterly financial statement that will comply with both the City of Key West's requirements and our exacting standards. Our Rams Head Team's mantra is to be concise and accurate, issue reports timely, and always look to identify continuous improvement and cost saving opportunities.

Rams Head is currently partnered with Ticketfly, one of the nation's largest ticketing services. This relationship allows us to utilize their state of the art cloud based software to track the event and attendance and provide independent audit and financial reports. -

We utilize a third party payroll service to make sure that all labor related expenses for a particular event or project are recorded appropriately and all reporting and payment obligations are made timely.

Yearly budgets, including capital improvement requests, will be developed in conjunction with the City of Key West and submitted for review and approval. They contain an income statement, an event analysis, along with key facts, assumptions, and trend analysis on which the budget was based. We also prepare annual and quarterly cash flow projections.

Our Finance Department has established a standardized box office sales report to track sales for ticketed events in the months and weeks before the events. These "flash" reports provide a snapshot of each event and an indication of success.

Quarterly Event Income Statement: Accumulation of expenses and revenues for all events during the month. Identifies individual expense and revenue categories that have significantly changed from budget or from the prior year.

Year to Date Event Summary: Allows the City of Key West to see the total number of events within any specific category and the total event income generated by those categories.

Annual Reports: Includes the budget, financial statement, cash flow forecast, marketing/capital improvement /repairs and maintenance plans. The budget serves as the primary document for setting financial management goals and objectives for the fiscal year.

Our financial reporting will include quarterly comparative Balance Sheet, Income Statement and Statement of Cash Flow. Should an annual audit be required by the City of Key West, we will maintain the audit records and support the audit process.

Budget Overview and process

We view the budgeting process as an important tool for overall facility management. We will work closely with the City of Key West to develop a specific operating budget plan for the Amphitheater.

In developing the budget for the Amphitheater, we will always strive to include:

- The City's goals for the Amphitheater
- The impact of Rams Head's experience and programs
- Rams Head's knowledge of the industry and its impact
- The dynamics of the local market and community

Developing a budget requires fact gathering, analysis and judgment. Some information is obtained from actual experience, some by inquiry and some by intelligent assumption. The following outlines the basic information compiled for the budget:

- Event programing – event types and attendance
- Event related income
- Rental and services income
- Food and beverage income
- Parking income
- Other income (interest, sponsorships, ticket Incentives & other)
- Expenses:
 - Talent
 - Food and beverage
 - Production costs
 - City services
 - Salaries administrative
 - Wages – maintenance, security, box office, etc.
 - Part-time wages
 - Payroll taxes
 - Employee benefits

- Marketing and advertising
- Liability insurance
- Rentals
- Other

Financial Proposal

Rams Head's proposal to the City of Key West for the Key West Amphitheater provides the following revenue streams:

- A) \$1.00 per ticket surcharge, plus
- B) 20% of the net after tax income generated from venue operations

Our proposal and the following proforma financial statements are based on the following assumptions and requirements:

- 1) Three-year lease with one three-year option.
- 2) In order to enhance its revenue share to the City, Rams Head promotions will not be charging itself rent on its events.
- 3) Cost of mowing is paid by the City of Key West
- 4) Rams Head will charge and retain a facility and maintenance fee on top of each ticket in order to handle all regular maintenance and upkeep of the facility, with the exception of the mowing.

Financials: Projected 2019 – 2023

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	June 2019 - May 2020	June 2020 - May 2021	June 2021 - May 2022	June 2022 - May 2023	June 2023 - May 2024
Revenues					
Ticket Sales	\$ 1,050,000	\$ 1,236,000	\$ 1,648,000	\$ 1,760,000	\$ 1,840,000
Beverage Sales	\$ 490,000	\$ 635,000	\$ 753,000	\$ 791,000	\$ 831,000
Rental Income	\$ 88,000	\$ 124,000	\$ 132,000	\$ 132,000	\$ 132,000
Rental Income - other	\$ 490,000	\$ 670,000	\$ 690,000	\$ 690,000	\$ 690,000
Food Commission	\$ 42,000	\$ 55,000	\$ 65,000	\$ 65,000	\$ 65,000
Parking Income	\$ 21,000	\$ 28,000	\$ 33,000	\$ 33,000	\$ 33,000
Other Income - merchandise, other	\$ 48,000	\$ 60,000	\$ 72,000	\$ 72,000	\$ 72,000
Sponsorship	\$ 5,000	\$ 15,000	\$ 30,000	\$ 30,000	\$ 30,000
Total Revenue	\$ 2,234,000	\$ 2,823,000	\$ 3,423,000	\$ 3,573,000	\$ 3,693,000
Expenses					
Talent	\$ 700,000	\$ 900,000	\$ 1,200,000	\$ 1,260,000	\$ 1,310,000
Direct Talent Expense					
Production Staff	\$ 144,000	\$ 183,600	\$ 220,000	\$ 224,000	\$ 228,000
Audio/Light/Sound	\$ 304,000	\$ 387,600	\$ 388,000	\$ 396,000	\$ 404,000
Other Equip Rental	\$ 72,000	\$ 91,800	\$ 92,000	\$ 94,000	\$ 96,000
Catering & Hospitality	\$ 80,000	\$ 102,000	\$ 102,000	\$ 104,000	\$ 106,000
Lodging	\$ 32,000	\$ 40,800	\$ 41,000	\$ 42,000	\$ 43,000
Transportation	\$ 8,000	\$ 10,200	\$ 10,000	\$ 10,000	\$ 10,000
Total Direct Talent Expense	\$ 640,000	\$ 816,000	\$ 853,000	\$ 870,000	\$ 887,000
COGS	\$ 147,000	\$ 191,000	\$ 226,000	\$ 237,000	\$ 249,000
Payroll and Burden					
Security	\$ 27,000	\$ 34,000	\$ 42,000	\$ 48,000	\$ 55,000
Bar Staff	\$ 5,000	\$ 7,000	\$ 8,000	\$ 9,000	\$ 10,000
Box Office	\$ 7,000	\$ 9,000	\$ 11,000	\$ 13,000	\$ 15,000
General Manager	\$ 168,000	\$ 171,000	\$ 175,000	\$ 178,000	\$ 182,000
Total Payroll and Burden	\$ 207,000	\$ 221,000	\$ 236,000	\$ 248,000	\$ 262,000
Other Expense					
Police/Fire/Medics	\$ 24,000	\$ 31,000	\$ 37,000	\$ 38,000	\$ 39,000
Trash Removal	\$ 32,000	\$ 41,000	\$ 50,000	\$ 51,000	\$ 52,000
Other Rentals	\$ 64,000	\$ 82,000	\$ 100,000	\$ 102,000	\$ 104,000
Advertising & Marketing	\$ 209,000	\$ 230,000	\$ 265,000	\$ 272,000	\$ 278,000
Insurance	\$ 45,000	\$ 46,000	\$ 47,000	\$ 48,000	\$ 49,000
Other Expense	\$ 12,000	\$ 16,000	\$ 19,000	\$ 19,000	\$ 19,000
Other Rental Event Expense	\$ 80,000	\$ 122,000	\$ 141,000	\$ 144,000	\$ 147,000
Management Fees	\$ 50,000	\$ 51,000	\$ 52,000	\$ 53,000	\$ 54,000
Total Other Expense	\$ 516,000	\$ 619,000	\$ 711,000	\$ 727,000	\$ 742,000
Total Expenses	\$ 2,210,000	\$ 2,747,000	\$ 3,226,000	\$ 3,342,000	\$ 3,450,000
Net Income before Income Tax	\$ 24,000	\$ 76,000	\$ 197,000	\$ 231,000	\$ 243,000

- Year 1 Assumptions:
 - 10 Rams Head Concerts
 - 6 Rental Concerts (8k rent/event)
 - 10 Non Concert Rental Events (average 4k rent/event)
- Year 2 Assumptions:
 - 12 Rams Head Concerts
 - 8 Rental Concerts

- 15 Non-concert rental events
- Increase of 2% on all expenses
- Years 3-5 Assumptions:
 - 16 Rams Head concerts
 - 8 rental concerts
 - 17 Non-concert rental events
 - Increase of 2% on all expenses over prior year
- Year 4-5 Additional Assumptions:
 - 5% increase in ticket sales
 - 5% increase in beverage sales



Marketing / Outreach

Rams Head has been highly successful in marketing events and venues that we promote and operate. Ram Head's marketing efforts during our management of Baltimore's Pier Six Pavilion led to the Pavilion's successful branding, which we achieved by recognizing, understanding and developing a marketing strategy geared toward the needs and wants of our desired consumers and the community at large. We will devote the same efforts to marketing the Key West Amphitheater and events held at the facility.

Because Key West Amphitheater is a new facility, Rams Head understands the importance of an innovative marketing strategy that creates maximum exposure for and excitement around the venue. To this end, we will develop a marketing plan to reach event planners, promoters, and agents that will ensure an abundant, diverse and successful calendar of events.

In addition to marketing the Amphitheater to potential promoters, Rams Head will use all available resources and methods used on previous successful campaigns to reach a wide audience of potential Amphitheater patrons and drive ticket sales. We also understand the importance of working closely with organizations such as the Monroe County Tourism Development Council.

Rams Head will hire a dedicated, Key West-based Marketing Manager who will be responsible for maximizing marketing reach and penetration into desired markets. This local Manager will lead all marketing efforts for both the Amphitheater and all Amphitheater events and will be supported by Rams Head's Annapolis-based marketing experts.

Event Marketing

Rams Head has significant experience in marketing of all types of live events, including headline concert tours, cultural events, fundraising

events, local events and everything in between. We are dedicated to making sure that every Amphitheater event is a success. We will augment local marketing with Rams Head's Marketing Manager and support team to promote all events, allowing promoters and event producers the best chance to maximize revenues. Because each event is unique, we feel strongly that selecting the right advertising methods are the key to a successful event. We will collaborate with all outside event producers and promoters to ensure that we utilize the best marketing channels for their specific needs and target audience and tailor the marketing strategy to each event, taking into consideration the timing of the event, the best mix of traditional, digital and online advertising, and the potential for event sponsorships.

Venue Marketing

Rams Head will create an advertising and branding campaign for the Key West Amphitheater to increase both promoter and patron awareness of and interest in the venue. This will include coordinating with the City to develop and maintain a dedicated Amphitheater website to promote the venue and inform the public of upcoming events.

The website will incorporate comprehensive event information, including calendars, essential details such as gate opening times, prohibited items and camera restrictions; ticket sales announcements and pricing; seating configurations; concessions; and transportation traffic and parking information. The site will be optimized for navigation via mobile device, and linked to social media platforms including Facebook, Twitter and Instagram.

Rams Head will also develop an email subscriber list from email addresses received from all event patrons and use it to send email blasts of information and updates on Amphitheater events. We will additionally consider radio and print marketing through existing and new

Rams Head Live

Budweiser Sponsorship

Year Round, 1,600-capacity, general admission, standing room venue

www.ramsheadlive.com

Ranked #8 in the World, according to Pollstar

www.facebook.com/ramsheadlive (41K+ likes)

twitter: @ramsheadlive (10.4K followers)

Email Database: 200K organically grown

Average 200 shows per year / \$25 average ticket price

Bud Light Concert Series (10-15 shows per year)

- VIP Lounge access (20-person capacity)
- Bud Light presents on all billing (tickets.ramsheadlive.com), radio, print, social & other
- Bud Light presents billing on all printed ticket stock
- Four meet and greets per show (based on availability)
- Opportunity for Bud Light blue team to interact with customers from doors to show time
- If artists permit, signage in other areas of the room
- GoBo light+

Year Round Promotional Support

- 20 general admission tickets per show*
- Responsibility Statement or 60 sec commercial prior to shows
- Bud Light Portfolio featured at discount during local shows
 - front page website branding / highlighting
 - product and pricing in show descriptions
 - product and pricing in ticket language
 - banner ad with product and pricing in email blast
- Website logo and link on www.ramsheadlive.com
- Slide of sponsor included in PowerPoint loop
- Opportunity for ticket stuffer cross promotion
- Weekly social media mentions: twitter and Facebook
- Prominent permanent signage within the venue, location to be mutually agreed upon+
- Bar signage, as mutually agreed upon+

**Hard tickets will be mailed to sponsor contact at the beginning of the month
+ All signage to be provided by sponsor*

Budweiser Sponsorship Proposal for Rams Head Live

partnerships with local radio stations and printing services. We will continue to focus on partnering with local businesses and hotels to provide 'packages' for out-of-town patrons.

Community Outreach

Rams Head understands and appreciates the opportunity to serve the interests of the communities in which we operate. We consider it both our civic duty and good business practice to make a positive impact.

Rams Head developed longstanding relationships with several large non-profit organizations, including Special Olympics of Maryland and the National Aquarium in Baltimore. We additionally support local schools and community youth organizations. Our focus will be to develop the same in Key West.

In order to address the community impacts from the Key West Amphitheater and our management of the venue, will we continually address the greater Key West community, City and Civic leaders.

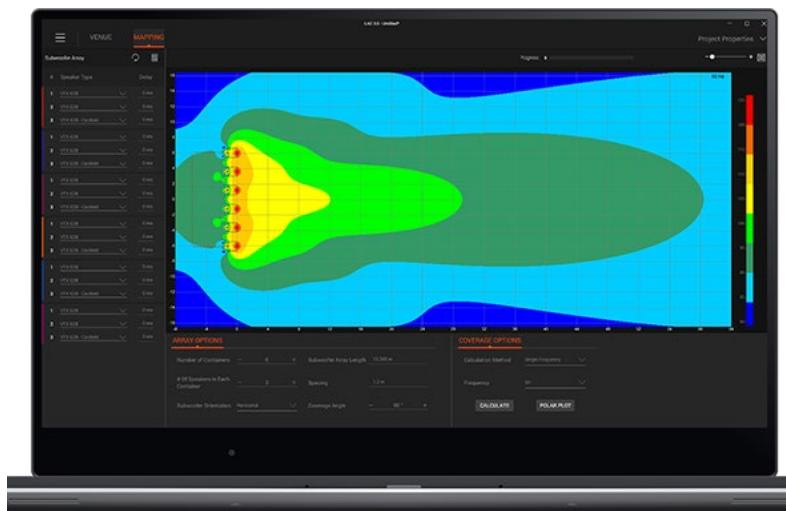
Venue Operations

Rams Head will draw upon our experience managing restaurants, entertainment and other types of venues, and producing all types of events to successfully manage and perform all Amphitheater operations. We are skilled in

developing Standard Operating Procedures enable us to develop specific Standard Operating Procedures with new procedures as needed. We will also have the ability to contract with outside providers that may be contracted by outside producers. This venue operation will give all users who handle all aspects of their event smoothly and professionally.

Services will include:

- Sound System – Rams Head is committed to providing the best in sound quality and equipment for every type of event and budget. We have established strong relationships with both local and national sound companies through our production and execution of more than 400 concerts per year. Working with our preferred audio



Line Array Calculator 3.2.1

providers, Rams Head will utilize an innovative audio management system, the Line Array Calculator 3.2.1. This system incorporates line array calculation simulation software that allows calculation of all aspects of the audio system and gauges the needed number of speakers to fly, the proper angles to set and the coverage; the audio throw; and the ability to control the volume decibel level for every frequency range to cover the venue.

- Lighting – Consistent with our commitment to sound quality, Rams Head treats lighting for each event in the same manner.
- Ticketing/Box Office Operations – Rams Head is currently partnered with Ticketfly, one of the nation's largest ticketing services. This relationship allows us to and benefit from Ticketfly's marketing partnerships and sell tickets through our website. Rams Head will provide patrons with consistent box office services for Amphitheater events. We will also make the most of our relationship with Key West Theater by coordinating with the Theater to provide a full-time box-office operation, as there is currently no on-site box office at the Amphitheater. Patrons will be able to purchase tickets, either in person (with no surcharge) or over the phone, and can call the box office with questions about upcoming events. Rams Head will position a temporary box office at the Amphitheater on the day of each event.
- VIP Services – Rams Head has provided VIP services for events such as artist "meet and greets", and pre- and post-show parties, as well as signed merchandise and other promotional items. We continuously look for ways to plan and execute the most unique, memorable and successful VIP events.
- Talent support spaces for dressing rooms, green rooms, showers, etc. – Rams Head will work diligently to provide all necessary amenities, depending upon the needs of each event. Because there are currently no dressing rooms/green rooms on site at the Amphitheater, we will evaluate short- and long-term solutions and choose the best and most cost-effective option.
- Staffing – Rams Head will hire a local Key West-based venue manager to train and oversee all event staff, including but not limited to security personnel, ushers, box office staff and bartenders.
 - Security / Crowd Control – Through our production of over 400 events per year, Rams Head has gained the skills and know-how to prepare for and properly staff each event. We will manage all events to the highest standards to ensure that all patrons are kept safe and secure. With these standards in mind, we will hire a team of local, trained and professional staff that are experienced with all aspects of venue safety and security. Rams Head will communicate and work closely with local police, fire, and emergency management services officials to provide the most safe and enjoyable experience for all eventgoers.
 - Event Staff /Ushers – Rams Head will hire and train local and experienced on-site box office staff and ushers to help ensure that patrons have a pleasant and stress-free experience. Ushers will be trained in patron assistance and crowd control procedures.
 - Food and Beverage Vendors – Rams Head will provide efficient beverage service for all events, including bartenders and bar backs trained in customer service and responsible beverage service. We will use outside food vendors and caterers all food service and will create and maintain a list of local and recommended vendors for use by event producers and promoters.

- Merchandise Vendors – Rams Head will work with local vendors to provide all kinds of local merchandise for Amphitheater events pertinent to and when practical for each type of the event. We will develop and maintain a merchandise vendor list that event producers and promoters can use for their events.
- Seating set up and take down – Rams Head will be responsible for all seating set up and take down for each event.
- Transportation/wayfinding, Traffic/parking plan and control – Rams Head understands the importance of developing a traffic management plan that satisfies the City and the surrounding community. We feel that an Amphitheater Traffic Management Plan is necessary and are committed to working with the City and local police to develop a comprehensive plan. Rams Head will manage the grass parking lot across from the Amphitheater and will offer premium pricing to dissuade driving and lessen traffic. We will encourage ride sharing and continue to explore partnerships with entities that provide non-driving access to the Amphitheater.
- Site Control: barricades, gates, points of entry – Rams Head is committed to working with the City to arrive at an economical solution for barricades and gates. Points of entry will be determined and should remain consistent for all events to ensure best practices for crowd control and event planning.
- Sound Levels: control, monitoring – Rams Head is committed to complying with all City noise ordinances.
- Portable Sanitation – Portable sanitation must be provided at the Amphitheater since the venue currently lacks on-site facilities. Rams Head will form a relationship with a sanitation vendor to provide best long-term cost, and will draw on our experience working with vendors at other venues to ensure that the Amphitheater is properly equipped with the correct amount and type of on-site sanitation facilities.
- Cleanup on site and affected neighborhood areas – Rams Head understands the importance of and are committed to Amphitheater and surrounding area cleanliness during and after all events. We will either contract with a local cleaning company or directly hire cleaning staff to clean the Amphitheater and its surrounding areas during and after each contracted event.
- Trash/recycle on site and in neighborhood travel routes – Rams Head plans to contract with a trash/recycle removal service to ensure that Amphitheater grounds and surrounding areas trash-free.
- Perform an after-event review of City improvements to check for damages – Rams Head will accommodate all post-event inspection requests.

City Services

Rams Head understands the importance of providing a safe and secure environment for all Amphitheater patrons and events. To this end, we will establish relationships with local law enforcement, public safety, and emergency medical services. We will communicate with these agencies on an on-going basis to review previous events and any associated issues and concerns to develop a plan to coordinate with City services on future events. We will comply with and obtain all necessary licenses and permits required by the City for Amphitheater operation.

Personnel

Rams Head is proud of our highly experienced and dedicated personnel. Rams Head's proposed Key West Amphitheater management team, whose brief resumes are provided in the following paragraphs, brings a wealth of knowledge and qualifications in all aspects of venue management and operations as well as marketing and event booking and promotion.

Bill Muehlhauser, Founder, Owner and CEO

Bill Muehlhauser is a serial entrepreneur, bringing more than 40 years of experience in creating and managing successful businesses ranging from automobile sales and repair, to airport ownership and operation. Bill founded the Ram Head Group in 1989, beginning with the purchase of the flagship Rams Head Tavern restaurant in Annapolis. Since that time, Bill has grown the enterprise to comprise five restaurants and three Rams Head entertainment venues.

"For the better part of a decade, Rams Head managed the Pier Six Pavilion at 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."

David Sermack,
Baltimore Development Corporation

A full time resident of Key West for over 10 years, Bill is well known on the island and has a first-hand knowledge of the Key West lifestyle and tastes in entertainment. Bill supports the community by mentoring high school students through Monroe County's Take Stock in Children Program.

Bill is intricately familiar with the Key West Amphitheater, having produced the venue's first sold-out show featuring the Avett Brothers in November 2018.

Kris Stevens, Vice President, Promotions

Kris Stevens joined the Rams Head Group in 1998, having previously owned and operated her own company for eight years. Kris has been an instrumental leader since the Group's inception. A tenacious and highly respected promoter and programmer, Kris has a passion for the boutique venue environment and relationship development between agents, bands and promoters, and is well known amongst the country's biggest agents and largest talent management agencies.

Kelly Norman, Assistant Manager, Promotions

A resident of Key West for 14 years, Kelly Norman has over 20 years of marketing, production and event coordination experience. Between 2012 and 2017, Kelly was the Production and Location Coordinator for country singer Kenny Chesney's "No Shoes Nation" documentary, the "Pirate Flag" video, and live performances at Hogs Breath Saloon and Sloppy Joe's. Kelly also served as Marketing and Development Director at Key West Theater from 2015 to 2018. Kelly was the Marketing and Production Coordinator for Rams Head Promotions Key West in 2015 and has been serving as the Executive Director for the Key West Theater since 2018.

Kacy Jenkins, Production Manager

Kacy Jenkins worked closely with Rams Head staff during our entire tenure and manager of the Pier Six Pavilion. Kacy contracted services such as lighting, sound, trucking, rigging, bussing, and catering for all Pier Six events. Prior to forming his own company, Kacy was also the booking agent and production manager at Rams Head Live. As a well-known and respected Production Manager, Kacy has an exceptional ability to navigate and coordinate the needs of multiple stakeholders while adhering to strict budgets and time constraints.

Christina Vainio, Chief Accountant

Christina Vainio joined the Rams Head Group in 2006 after receiving her BS in Accounting from the University of Maryland. In addition to overseeing all of the accounting functions for Rams Head's five restaurants, Christina also supervised all aspects of financial management for the duration of Rams Head's venture with Pier Six Pavilion. Christina has helped contribute to Rams Head's success through her keen awareness and understanding of all details that must be included in forecasting and budgeting for a venue operation.

Michael Lechner, Vice President, Operations

Michael Lechner joined the Rams Head in 2013 with a passion for hospitality, food and beverage, guest service, and leadership development. Michael is an effective leader, coaching his managers on how to proactively anticipate project needs and solve problems. He has a tremendous understanding of all details of the operation, including all operating standards, food and beverage standards, and service standards.

Royal Bundy, Vice President, Marketing

Royal Bundy joined the Rams Head Group in 2012 with a bachelor's degree in communications from Towson University. As Vice President of Marketing, Royal manages the creative team's daily operations while maintaining and growing the Rams Head brand. Royal excels in strategic planning, execution, and partnership building, giving Rams Head the ability to adapt and thrive in multiple markets simultaneously. Bundy also serves on the Board of Directors for the Downtown Annapolis Partnership whose mission it is to strengthen and expand the Annapolis business community through advocacy and collaboration with local government.

Qualifications and Experience

Since our inception in 1989, Rams Head has gained a wealth of experience and outstanding qualifications, as evidenced by our management of several 250 to 5,000-capacity facilities. We have managed our own Rams Head venues in Maryland including Rams Head Onstage, Rams Head Live, and Rams Head Center Stage; Pier Six Pavilion in partnership with the City of Baltimore; and Rams Head restaurants including Rams Head Taverns in two locations, Rams Head Roadhouse, Rams Head Shore House, and Rams Head Dockside.

As a talent buyer for these facilities as well as various venues and festivals, including the Key West Theater, Maryland Hall for the Performing Arts, St. Johns College Francis Scott Key Auditorium, and Silopanna and other music festivals, Rams Head hires services for and assists with sound, lighting, staging, artist hospitality, security and staffing. Presenting over 400 shows a year, Rams Head is well versed in the curation of and contract negotiations with national entertainers. We are widely known within the music and entertainment industries as a trustworthy and highly competent promoter and partner whose programming includes a wide array of talent, including R&B, Comedy, Jazz, Soul, Classic Rock to appeal to all music fans.



Rams Head created Silopanna music festival (Silopanna is Annapolis spelled backwards) out of the desire for a local music festival with a national feel. Rams Head planned, promoted and executed two annual Silopanna festivals in 2013 and 2014 at the Anne Arundel County Fairgrounds. In addition to music, these festivals featured some of the area's best food and local products. Rams Head transformed Silopanna from a blank field to a music lovers' dream, with each event including a guest VIP area, artist green rooms, and separate catering areas for band and staff use. Silopanna 2014 featured more than 18 well-known music acts such as The Flaming Lips, Dashboard Confessional, Matt & Kim, and Eric Hutchinson, and performances on four stages. Rams Head used our in-house restaurant staff for beverage service and hired a number of local companies to assist with production, sound and lighting. Both Silopanna festivals received high praise on social media and local radio stations and rave reviews from attendees.

While music is a focus of our business, Rams Head also handles the start-to-finish planning and production for numerous non-music-related events, including charitable fundraisers, corporate launch parties and other affairs, competitive events, holiday celebrations and weddings. One example is the annual Polar Bear Plunge. This fundraising event, which challenges participants to "plunge" into the icy winter waters of the Chesapeake Bay, was founded by the Maryland State Police to support Special Olympics of Maryland. Now in its 23rd year, the Maryland Plunge is the country's largest event of its kind and has helped to raise over \$2 million per year for more than 7,000 Special Olympics athletes. Since 2008, when we were first invited by the event president to manage beverage service and entertainment for Plunge participants, Rams Head has become a major Plunge sponsor. Our Rams Head Ice Lodge, which features all-day live music and entertainment, activities and giveaways, has helped to raise over \$350,000.



Ram Head's proposed Key West Amphitheater Management team, comprised of three local Key West management personnel and remote support functions in Annapolis, includes members who have worked closely with one another on the aforementioned projects. Together, they have weathered challenges that have arisen in performance of these projects and over the years, have developed strong communications and a working rhythm leading to creative solutions and successful outcomes.

TICKETFLY

This team has also, and will continue to work side-by-side with a number of valued partners. In 2013, Rams Head joined forces with Ticketfly, one of the nation's largest ticket retailers. By partnering with Ticketfly, and given access to their exceptional marketing channels, Rams Head has been able to reach a wider range of potential event patrons. Patrons are notified of events that may be of interest based on the patrons' locations, giving Rams Head better outreach to patrons who are either new residents of or visitors to these locations. Additional marketing channels include the availability to promote Rams Head events to a wide variety of Ticketfly's over 200 affiliates, which include companies such as Songkick and Bandsintown.

Partnering with Ticketfly has given Rams Head an advantage over other promoters as Rams Head staff are highly trained and capable not only of selling tickets for Rams Head's own events, but are also given the ability to set up, sell, and promote events for other prospective producers. In 2018, Rams Head provided this service for a number of events including a benefit

concert held in the City of Annapolis and an off-site concert called R2Hop2 at a local brewery. With Rams Head's ability to add and promote other events into our already highly proficient ticketing service, we can ensure that other promoters and producers who hold events at the Amphitheater are able to rely on Rams Head and will not have to provide their own ticketing services.

Rams Head is partnered and has worked closely with Audio Images Sound and Lighting, Inc., a provider of services and equipment including staging, audio, lighting, band gear, barricades, bike racks, and portable power generators for hundreds of national acts and artists. Through this valuable partnership, Rams Head is able to devote the best audio and lighting services for all types of Amphitheater performances.

Rams Head has also partnered for over ten years with Humdinger Productions, a full service event and entertainment company that has executed thousands of events ranging from simple local promotions to large and complex international concert tours. The Humdinger Productions-Rams Head partnership arose from our collaboration at Pier Six Pavilion in Baltimore, a 4,200-capacity waterfront venue similar to the Key West Amphitheater. Humdinger was instrumental in helping Rams Head revitalize the venue. Rams Head Promotions turned the venue around immediately, by supplying the City of Baltimore with 40 shows (All between May-Sept) in comparison to single digits the previous years. Humdinger worked with RHP on cosmetic and infrastructural improvements over the 10-year contract to improve the fan experience, as well as the artist experience. As a team, we managed and controlled the concessions, security, production, box office, catering, and maintenance duties. In fact, Humdinger Productions worked alongside Rams Head on the last two shows at the Amphitheater.



Rams Head also works closely with Jamison Productions. To give back to the communities we serve, Rams Head utilizes local businesses whenever possible. Owned and operated by Key West resident JL Jamison, Jamison Productions is the only licensed and insured stagehand company in Monroe County. Our relationship with Jamison, who has put on a huge number of shows worldwide, guarantees that our shows at the Key West Amphitheater will be handled with quality and professionalism.

Representative Experience and Client References

The following descriptions for the projects noted in the preceding section demonstrate Rams Head's capabilities to manage the Key West Amphitheater. Our references can attest to our qualifications, knowledge, experience, professionalism, and outstanding performance on these and other efforts.

Management Experience

Pier Six Pavilion, Baltimore, Maryland, 2006 to 2016

Rams Head handled the management of and promotion, production, and presentation for events at the 4,200-capacity Pier Six Pavilion at Baltimore's Inner Harbor.

During our tenure, Pier Six Pavilion hosted approximately 35 concerts per year and over 700,000 concertgoers, and welcomed a diverse group of artists including Earth, Wind, and Fire, Sting, Kesha, Stevie Wonder, James Taylor, John Legend, Diana Ross, Gladys Knight, and many more.

Rams Head played an integral role in revitalizing Pier Six Pavilion. Numerous capital improvements were made to the facility, including procurement and installation of new signage, fencing, gates, bar areas, concession stands, storage closets, plumbing, light fixtures, dressing room décor and furniture and HVAC equipment; upgrades to electrical systems, safety systems, landscaping, amphitheater seating, HVAC, sprinkler systems and dressing rooms; and interior and exterior painting and repairs.

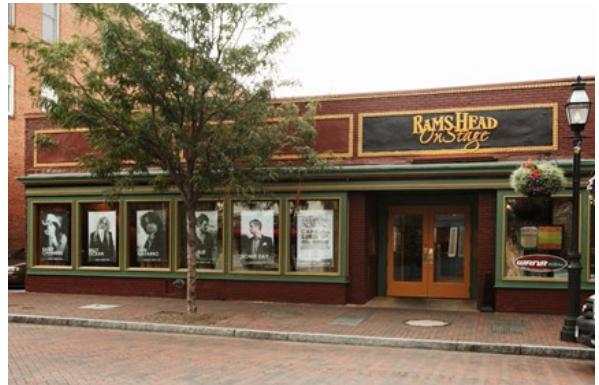
During our management of the facility, Rams Head created positive economic impacts for the City through generated taxes, union wages, minority employment and visitor patronage at area businesses. We are proud of our role in managing Pier Six Pavilion, which helped to make Baltimore a concertgoer destination within Maryland and the greater Metropolitan Washington D.C. area.

Rams Head Onstage, Annapolis, Maryland, 1997 to Present

On a November in 1997, Rams Head On Stage opened its doors for the first time to national recording artist Livingston Taylor. Since then, the club has expanded to seat over 300 guests in an intimate atmosphere. Hosting more than 450 shows at this venue per year, Rams Head On Stage is the top club under 500 seats in the world, according to Pollstar Magazine rankings.



Pier Six Pavilion at Baltimore's Inner Harbor



Rams Head On Stage, Annapolis

Rams Head Live, Baltimore, Maryland 2004 to 2015



Rams Head Live, Baltimore

After year-long construction, Rams Head Live opened in December 2004 within Baltimore's high energy Power Plant Live. With a capacity of more than 1,600 and over 200 shows a year, the facility consistently ranks Top 10 in the World according to Pollstar Magazine. Rams Head sold the Rams Head Live to AEG Live in August 2015.

Rams Head Center Stage, Hanover, Maryland 2012 to 2016

As part of the Maryland Live Casino, Rams Head Center Stage opened in August 2012 with The Charlie Daniels Band. Located in the center of the casino, live music is featured in the 500- capacity mixed-used facility. Maryland Live Casino operates the facility and Rams Head handles all music bookings.

be featured in the 500- capacity mixed-used facility. Maryland Live Casino operates the facility and Rams Head handles all music bookings.

Rams Head Restaurants

Rams Head Tavern, Annapolis, Maryland

Formally called “The Crown and Dial” and “Sign of the Green Tree” in the late 1700’s, the Muehlhauser family purchased this historic location in 1989. Originally seating only 30 customers in the original pub, the Rams Head Tavern Annapolis has expanded over the course of 20 years into the bustling location that it is today.

Rams Head Tavern, Savage Mill, Maryland

Historic Savage Mill was established in the 1820’s as a cotton mill. Renovations began in the mid-1980s to bring shopping areas into the mill. Rams Head opened our largest restaurant there in 1999. With four floors of dining options, featuring a deck overlooking the Little Patuxent River, Rams Head Savage Mill has something for everyone.

Rams Head Roadhouse, Annapolis Maryland

On the border of the Annapolis and Crownsville city lines, Rams Head purchased a small tavern named “Rudy’s” and added it to the Rams Head line-up as Rams Head Roadhouse. A favorite watering hole for Muehlhauser meetings of the minds, this community staple continues to serve great food in a casual atmosphere.

Rams Head Shore House, Stevensville, Maryland

Venturing just over the Chesapeake Bay Bridge to Maryland’s Eastern Shore, Rams Head purchased the Island Inn in October of 2006. The restaurant serves breakfast seven days a week with separate dining and bar options.

Rams Head Dockside, Glen Burnie, Maryland

Rams Head Dockside, located in Point Pleasant on Furnace Creek in Glen Burnie, Maryland, celebrated its grand opening in July 2016.

Production Experience

Key West Amphitheater, Key West, Florida, 2018 to Present

Rams Head produced two highly successful concerts at Key West Amphitheater featuring Styx and Blue Oyster Cult in May 2018 and the Avett Brothers in November 2018. The Avett Brothers concert was the Amphitheater’s first sold-out show.

Key West Theater, Key West, Florida, 2015 to Present

In the fall of 2015, Rams Head began a partnership with the Key West Theater for a Winter Concert Series and announced its expansion into the Key West market as the concert booker at Key West Theater, a 278-capacity venue on Eaton Street in Key West. Our productions with the Theater include the Sunset Green Event Lawn, a 1,200-capacity outdoor venue at Key West’s 24 North Hotel at which we began putting on concerts in 2018. The concert series at this venue has included artists JJ Grey and Mofro, Lyle Lovett & Robert Earl Keen, Air Supply, Michael Franti, and Michael McDonald.

Maryland Hall for the Performing Arts, Annapolis, Maryland, 2004 to Present

Rams Head is the booking agent for Maryland Hall, a 725-capacity theater in Annapolis that presents international artists, children’s entertainment, local musicians, independent films and free performances. There are four resident programs: Ballet Theatre of Maryland, Annapolis Opera, the Live Arts Maryland, and the Annapolis Symphony Orchestra.

St. John's College Francis Scott Key Auditorium - Annapolis, Maryland, 2016 to Present

Rams Head promotes events at the 598-capacity Francis Scott Key Auditorium at St. John's College, a national historic landmark within the Annapolis Historic District. The Auditorium has hosted acclaimed artists such as Art Garfunkel and George Winston.

Client References

1. J.L. Jamison, Owner, Jamison Productions, Key West, Florida, 305-304-5139
2. Tap Johnson, III, Founder, Key West Theater, Key West Florida, 336-214-4238
3. Sebastian Marino, Founder and President, Audio Images Sound and Lighting, Inc., Iverness Florida and Batavia, New York, 585-343-4050
4. William Cole, President and CEO, Baltimore Development Corporation, 410-837-9305

Letters of Reference

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 Shrimpboat Sound 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

**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.

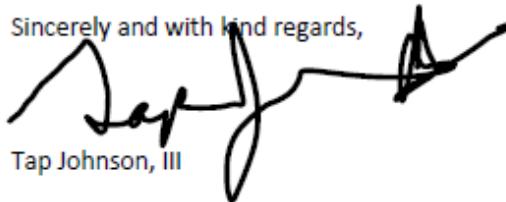
In closing, I guess the most clear recommendation I can give is this:

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

Sincerely and with kind regards,



Tap Johnson, III

Tap@TapKeyWest.com

1-336-214-4238 USA

+506-8524-4616 Costa Rica

2627 Patterson Ave. Key West, FL 33040



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 "Clark".

Kimberly Clark
Executive Vice President



BALTIMORE LOCAL 19

INTERNATIONAL ALLIANCE OF THEATRICAL STAGE EMPLOYEES, MOVING PICTURE TECHNICIANS, ARTISTS
AND ALLIED CRAFTS OF THE UNITED STATES OF AMERICA AND CANADA, AFL-CIO-CLC

Matt Nowak
PRESIDENT, Local # 19, I.A.T.S.E.
1111 Park Avenue, L-102
Baltimore, MD 21201

February 27, 2016

Re: Letter of Recommendation / RFB

To Whom it May Concern,

As the President for the International Alliance of Theatrical Stage Employees Local #19, I am writing to you in support of Rams Head and Bill Muehlhauser in their bid to continue to manage the Pier Six Pavilion.

I have worked with Bill and the Rams Head staff since they first took over management of Pier Six and feel strongly that they have done an outstanding job. They are responsive in the maintenance of the property, proactive in ensuring a safe working environment and have been instrumental in booking more shows with each passing season.

They have been a major asset to the City of Baltimore and a valued partner to the stagehands of I.A.T.S.E. #19.

It would be my pleasure to continue to work with Bill, Kacy and the rest of the staff of Rams Head.

Please contact me at 443.540.5442 if you have any questions.

Sincerely,

Matt Nowak
President
I.A.T.S.E. #19, Baltimore

1111 PARK AVENUE, SUITE L-102, BALTIMORE, MD 21201 • 410.728.6527 • FAX 410.728.6849





April 8, 2016

Erin McNaboe
President
Rams Head Group
40 West Street, Annapolis, MD 21401

Dear Erin,

Understanding that Rams Head Group is in the final year of your Pier Six Pavilion lease, I wanted to offer a letter of recommendation regarding all that I, and other members of our staff, have observed over the 4+ years I have been the General Manager for 100.7 The Bay WZBA.

With so many elements involved in making just one show successful, Rams Head's ability to promote, produce and present so many concerts, so well, and so professionally speaks highly of the team you have assembled. And knowing that every Rams Head show was going to be rock solid made our supporting these shows an easy thing.

Because of the amount of time WZBA has spent promoting Rams Head Pier Six shows and the number of tickets we have given to our listeners and clients, there is an assumed connection between 100.7 The Bay and Rams Head. We are often asked, by listeners and clients alike, about events at Pier Six, policies, parking, security, will call tickets, sound, food... anything and everything. And it is very comfortable for us to not just answer the questions but to also say, "you're going to have a great time!".

I wish only great things for you and the Rams Head Group. You are an outstanding organization and operation. I have been consistently impressed by the people who work for your company, for their talent and work ethic and for simply who they are.

Best wishes for continued success.

Regards,

A handwritten signature in blue ink that reads "Jefferson Ward".

Jefferson Ward
General Manager
100.7 The Bay/WZBA
443-318-0555 (direct)
jward@thebayonline.com

WZBA-FM

11350 McCormick Road | Executive Plaza III, Suite 701 | Hunt Valley, MD 21030
Tel: 410.771.8484 | Fax: 410.771.1616 | www.thebayonline.com



A Shamrock Communications Station

Audio Images Sound and Lighting Inc.

New York | Florida

About Us

For over 20 years, Audio Images Sound and Lighting Inc. "The One Stop Shop" offers professional audio/video services and more. We are a leading provider of concert production, system installations, audio and lighting, video displays, mobile stages, musical instruments, crowd control barriers, generators, artist's equipment tour transportation and more.



SEBASTIAN MARINO, PRESIDENT

Audio Images Sound and Lighting headquarters is in Western NY. In 2017, Audio Images opened a second location in Central Florida. Sebastian Marino, says "that by having two locations, this allows us to fully service the entire East Coast." Audio Images takes pride in offering state of the art equipment and customer service that goes above and beyond our customer's expectations. He adds, "the people -- our employees, partners and professionals we work with in the industry, are the key to our success. Our staff has over 50 years of combined experience in the industry and most have been here since the beginning." Our partners include Ramshead Production Group, Stageline, James Thomas Truss, Tomcat Truss, Tyler Truss Systems, Data Video, JBL, RCF, Martin Lighting, Lab Gruppen, Soundcraft, Yamaha, EAW, ETC, Absen video, Wacker Neuson, Barco, Gibson, Fender, DW Drums, Pearl, Ludwig, Roland, Great Dane, International Trucks, Isuzu, Kodiak and more.

Sebastian Marino, founder and president, has been in the music industry for over 45 years. As a professional musician/recording artist, Sebastian has toured as lead guitarist in the NYC band Overkill as well as the Canadian heavy metal band, Anvil. Sebastian has over 15 years of touring experience, and six major label album releases. Sebastian founded Audio Images in 1996. As a musician, he has experienced both sides of the fence, and he understands what it takes to pull off a successful event. His commitment and dedication to his company is apparent when working with those in the industry and seeing the relationships he has built over the past 20 years. "I can relate to the Artist's needs and requests on a very personal level" says Sebastian.

Musical Artists

Anita Baker, Al Greene, Asia, B52's, Blue Oyster Cult, Bozz Scaggs, Charlie Daniels, Dierks Bentley, Drake, Eddie Money, Kansas, Foghat, Frankie Vallie, George Benson, Gladys Knight, Joan Biaz, Journey, Keith Urban, Kool and the Gang, Lil Uzi, Lady Antebellum, Lou Gramm, Megadeth, Rodney Atkins, Sara Bareilles, Ted Nugent, The Beach Boys, The Brian Setzer Orchestra, Third Eye Blind, Three Dog Night, Train, Tower of Power, Willie Nelson, YES, and Ringo Starr, Air Supply, The Avett Brothers, and Ziggy Marley just to name a few.

Venues/Cities

Ocean Reef Club, Key Largo FL	City of Cocoa Beach
City of Ocala	City of Tampa
City of Orlando	City of Miami
City of Ft. Lauderdale	City of Pompano Beach
King Center for the Performing Arts, Melbourne FL	Sunrise Theatre, Fort Pierce FL
Hard Rock Stadium, Miami, FL	Pompano Beach Amphitheatre
Van Wezel Performing Arts Hall, Sarasota FL	

The White House, Washington DC
Indiana University of Pennsylvania
University of Rochester, NY
Colgate University
Rochester Institute of Technology
Pier 6 Pavilion, Baltimore MD
Seneca Allegheny Casino
Seneca Niagara Casino

Madison Square Gardens, NYC
University of Buffalo, NY
Duquesne University
Central Connecticut University
Oswego Harbor Festival, Oswego, NY
Darien Lake Performing Arts Center
Coca Cola Field, Buffalo, NY
New Era Field, Buffalo, NY

International Jazz Festival, Rochester NY

<https://www.democratandchronicle.com/story/rochester-magazine/2017/05/24/people-behind-the-scenes-rochester-jazz-fest/101793360/>

In partnering with the Ramshead Group, Audio Images hopes to continue to provide premier services and equipment for the concerts and events at the Truman Waterfront Park Amphitheater in Key West for many years to come.

Contact Us

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Signed Addendums

Addendum #1



THE CITY OF KEY WEST

Post Office Box 1409 Key West, FL 33041-1409 (305) 209-3883

ADDENDUM NO. 1

RFQ #19-003 Key West Amphitheater Management

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and a technical nature. The referenced Request for Qualifications (RFQ) package is hereby amended in accordance with the following items:

1. Page 2, Section A.2 Project Description:

Delete from the second sentence “*Exhibit D, Detailed Scope of Services and Qualifications Requirements*” and replace with “*Section B Scope of Work/Services*”.

All Bidders shall acknowledge receipt and acceptance of this Addendum by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.


Signature

RAMS HEAD PROMOTIONS OF KEY WEST LLC
Name of Business

Addendum #2



THE CITY OF KEY WEST

Post Office Box 1409 Key West, FL 33041-1409 (305) 809-3883

ADDENDUM NO. 2

RFQ #19-003 Key West Amphitheater Management

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and a technical nature. The referenced Request for Qualifications (RFQ) package is hereby amended in accordance with the following items:

- Pre-bid meeting agenda and summary
- Sign-in sheet
- Answers to RFQ questions
- Truman Waterfront Park Phase 1B future site plan

All Proposers shall acknowledge receipt and acceptance of this Addendum by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

W. L. Hinkle
Signature

RAMS HEAD PROMOTIONS OF KEY WEST
LLC
Name of Business

Exhibit A: Sworn Statements and Affidavits
(attached in the following pages)
