



Mammoth Lakes
CALIFORNIA

2013 MEASURE U SPRING APPLICATION FORM

APPLICANT INFORMATION

Name of Organization: Mammoth Bluegrass Festival

Type of Organization (Non-profit, HOA, Govt.): LLC (pending)

Contact Person: Dan Lehman

Organization's Address: 6182 Paseo Monona

State / Zip: Carlsbad, CA 92009

Office/Cell Phone Number: 760-672-1140

Email Address: dan@mammothbluegrassfestival.com

Internet Address: mammothbluegrassfestival.org

PROJECT SUMMARY

1. Name of Project/Program/Event: Mammoth Bluegrass Festival
2. Project Category (Recreation/Arts/Mobility): Arts/Mobility
3. Start / End Date: August 30th, 2013 to September 1st, 2013
4. Measure U Funds Requested: **\$ 35,000**

SECTION A – PRELIMINARY QUALIFICATIONS

1. How does the project/program or event fit within the Town's adopted plans?

The success of Mammoth Lakes as a destination resort will depend in part on meeting the changing expectations of visitors. Not only is it important to provide more traditional recreation experiences, but an increasingly broader array of activities is needed—especially to attract visitors during the “shoulder” seasons and encourage extended visits beyond the weekend. These activities include festivals and performances, specialized high-altitude training opportunities, educational experiences, and shopping and nightlife. RecStrats Core Strategy 5 is “Support the highest quality and variety of special events” RecStrats Core Strategy 7 is “Support the highest quality and variety of arts and culture” Marketing, Promotion and Special Events. (GP) **E.1.J. Policy** Promote special events year-round with emphasis on producing multi-day events with particular attention to midweek and shoulder seasons. **E.1.J.1. Action:** Develop a year-round special events program and venue plan. As noted in the town's General Plan, Outdoor Festivals are “desired & needed”. Mammoth Bluegrass Festival is outdoors, very desired & needed by the business community and general population.

2. How does the project/program or event align with goals and priorities established by the Town?

Event venues on public land can be considered a component of the Town's park & recreation facilities, because they help contribute to the vision for Parks and Recreation. These venues can be indoor or outdoor, and the events help foster community interaction, promote connectivity, nurture partnerships, and encourage appreciation of the natural environment. **Public-Private Partnerships** (under Parks and Recreation Master Plan) dictates: Collaborative relationships of the Town of MammothLakes with private entities can provide significant recreational benefits to the Town's residents. The Town should be ready to explore these and other partnership options as they arise, including those with non-profit organizations. As noted in the town General Plan (Parks, Open Space and Recreation P.2.B.3.), “Actively seek grant funds for parks, open spaces and recreational activities”. The Festival would be considered a family recreational activity, as would concerts, musical events, festivals and other outdoor events. Seeking Measure “U” Funds are in-line with the goals of the town.

3. Describe the project's/program or event Conceptual Plan or attach the Business Plan, including a detailed budget showing all anticipated revenue and expenditures associated with the event. (This should be an attachment to the application titled: “Project Concept Plan/Business Plan”).

See Attached

4. Provide a one (1) page Executive Summary of your project/program or event. (This should be an attachment to the application titled: “Project Executive Summary”).

See Attached

5. Is this project/program or event funding request for:

____ Multiple years of funding, or

X Single year of funding

6. Identify all principles involved in this project/program or event and their responsibilities.

a. Applicant

Dan Lehman – Director. Responsible for overall planning, coordination and carrying-out the overall objectives of the festival. Responsible for coordinating with town Recreation Department and filing for Measure “U” Funds

b. Affiliated parties/agencies

Shawn Wells – Coordinating & directing volunteer & security staffing and implantation of all during the festival itself.

Mammoth Mountain Ski Area. (MMSA) Responsible for coordination of staging, sound, lighting, gondola operation, beverage service and other operations within the ski area grounds.

Cal Trans District 9 Office, Bishop, CA is the agency issuing encroachment permits for street signage for highway 203.

c. Consultant or other support

None

SECTION B – PROJECT DESCRIPTION

1. Project Location

A. What is the location(s) of your project/program or event?

Canyon Lodge and “Village” at Mammoth

2. Do you have owner and/or jurisdictional approval to use the location identified in the application?

If Yes, please provide documentation of approval.

If No, describe how and when you will secure the approval.

Jurisdictional approval to be by MMSA and “Village” at Mammoth at the appropriate times

3. Based upon your project type, who is/will be (organization & person) responsible for maintenance and operation upon completion of the project/program? Please provide documentation of identified

party's responsible for categories below. (NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)

- A. Ownership: Mammoth Bluegrass Festival, LLC
- B. Maintenance: MMSA & the "Village" at Mammoth. Mammoth Bluegrass Festival and contract workers, if necessary.
- C. Operation: Mammoth Bluegrass Festival. MMSA for operation of gondola and beverage service. "Village" at Mammoth for sound, staging and lighting through Sierra Audio at the village location. Also responsible for tenting (as required).
- D. Liability & Insurance:

Fireman's Fund \$1,000,000 (minimum) policy through Diane Corsaro Insurance Agency, Bishop, CA. Policy to name Town of Mammoth, Village at Mammoth, MMSA among others as also insured.

- 4. Will any Pre-Development/Design funds be required for your project/program?
If Yes, please describe what is required, when it's required, the timeline/schedule and cost.
(NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)**

NO

- 5. Will any Implementation/Construction funds be required for your project/program?
If Yes, please provide the scope of work, timeline and budget.
(NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)**

No

- 6. Will this project or event involve the purchase of equipment?
If yes, who will own it? Who will be allowed to use it? Who will maintain it? How will it be stored?
What is the estimated replacement timeline and cost?**

No

- 7. Will any Maintenance funds be required for your project/program?
If Yes, please describe what is required, when it's required, the timeline/schedule and cost.
(NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)**

No

- 8. Will any Operational funds be required for your project/program or event?
If Yes, please describe what is required, when it's required, the timeline/schedule and cost.**

Yes – Funds required for payment of 1 headlining artist only.

9. Will any Replacement funds be required for your project/program?

**If Yes, please describe what is required, when it's required, the timeline/schedule and cost.
(NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)**

No

10. Will there be Contractual Service hours used for any phase of your project/program or event?

If yes, please identify which task or phase, how many hours and the value of those hours.

Not at time of filing

11. Will there be volunteer hours used for any phase of your project/program or event?

If Yes, please identify which task or phase, how many hours and the value of those hours.

Yes – approximately 120 volunteers will be required for security, crowd control, merchandising, parking control and various other tasks.

Approximately 120 volunteers X 8 hours X 3 days X \$24.18 per hour = \$63,638.40 in volunteer value.

12. Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program or event?

If Yes, please identify amount and year of funding or award.

Yes - \$4,600. Committed to 2012 Festival.

13. Was public or private funding in place for this project/program or event before June 8, 2010?

If Yes, please describe how you are enhancing or improving the project/program or event.

No

14. Identify your matching or leveraged resources, funds, volunteers, etc. Identify if Measure U is the only funding source for your project/program or event.

Personal funds are being utilized for start-up organizational and advertising funds required. i.e.: website & website maintenance, transportation to and from Mammoth, street signage, communication costs, hotel bills, meals, promotional clothing giveaways, corporate filings, public notices, and other costs.

15. Is your project/program or event going to have an impact (positive or negative) on existing use in the residential neighborhood or business location you have identified? Please describe:

No

SECTION C – PROJECT BENEFITS

1. Describe how the project/program or event provides a measurable community benefit (increased revenue, improved quality of life, etc.).

Increased revenue will be seen as estimated by prior year's survey of 63 attendees and information provided by Mammoth Visitor Center. The survey revealed that 43.9% of attendees came specifically for the event. Information provided by the Visitor Center revealed that the average community spend per person is \$98.32. Further, there are 4.3 adults within a group and the average stay is 3.2 nights. There were an estimated 1,500 attendees at the prior year's festival, 658.5 specifically for the event, spending a total of \$64,743 which otherwise would not be spent. When that income is calculated on the projected attendees (7,500 per day) for the 2013 event, the estimated spend within the community of Mammoth for the 3-day period would be \$971,155.

2. What is your target market - residents or visitors or both? What is the estimated number of users/participants/attendees?

Target market is 12 year old to 70 year olds. Estimated attendees are 7,500 x 3 days or 22,500 attendees.

3. Is the project/program or event a one-time or recurring activity?

The event is an annual recurring event.

4. Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

The Measure U committee should consider that any funds, less actual expenses, will be returned to the Measure U Fund, to the maximum amount of award of \$35,000.

SECTION D – PROJECT FEASIBILITY

Feasibility studies will be required for 'top tier' projects or large special events in order to clearly identify the level of funding required for the life of a project/program or event. It is in the best interest of the applicant to complete the feasibility section of the application. For any clarification regarding the questions or degree of detail that needs to be provided, please contact Town Staff.

1. Competitive Supply Analysis

- A. Provide a review of both direct and indirect competition and the strengths and weaknesses of the competition (SWOT) – identification of where the proposed project fits within the marketplace.

See attached "Competition" page.

2. Identification of Market Opportunity

- A. Identify the long-term opportunity that the project/program presents.

Long term, the event is estimated to have a maximum limit of 10,000 attendees.

3. Describe the targeted users of your project/program (include the number of participants).

Project is an event with estimated participants of 16 musical groups, 80 volunteer workers and undetermined support staff and contract workers.

4. Projected Multi-Year Demand Analysis

- A. Provide the projected demand with assumptions.

It is assumed that the event will (within 3-4 years) reach the maximum capacity of 10,000.

5. Projected Multi-Year Revenue Projections

- A. Projected revenue with pricing assumptions.

It is estimated that the yearly revenue for the community will eventually be \$1,294,873 for the 3 day period.

6. Cost Analysis – Provide the estimated one time or annual costs for each phase of your project/program (where applicable):

1. Land acquisition costs: n/a
2. Equipment acquisition: n/a
3. Site preparation/demolition and site prep costs: n/a
4. Entitlement costs: n/a
5. Architect and planning costs: n/a
6. Construction costs: n/a
7. Operational costs: See Attached
8. Maintenance costs: To be determined by MMSA (Canyon Lodge)
9. Programming costs: Website maintenance only (nominal)
10. Other: See Attached

Feasibility Analysis

1. Project and Financial Assumptions

- A. Please state assumptions which are the basis of the pro forma development.

Estimated attendees for 2013 and multi-year

2. Multi-Scenario Pro Formas

- A. Provide one or two pro forma scenarios to understand the project's/program's financial feasibility. Within this element it is recommended that a 5-year operating budget be developed.

n/a

3. Risk Analysis

- A. Identify project/program risks.

Ticket will be non-refundable (no risk involved)

4. Project Schedule

- A. Identify the necessary implementation tasks required for your project/program.

See attached schedule

5. Quality of Life Analysis

- A. Identify positive and negative project/program effects on the quality of life for the community of Mammoth Lakes

The positive effects are monetary to the community. The negative effects would be possible traffic congestion and street parking in the Canyon Lodge area and the possible noise associated with musical events.

Income For Mammoth Bluegrass Festival

Income

Total Income	Estimated \$682,500.00
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Admissions	Estimated	Pass Days	Adults @	Estimated
	5,000	3	Adults @	\$95.00
	1,000	1	Adults @	\$35.00
	1,500	1	Adults @	\$40.00
	2,500	1	Adults @	\$45.00
Total				682,500

Ads in Program	Covers @	Half-pages @	Quarter-pages @	Estimated
	2		Covers @	\$1,000.00
	6		Half-pages @	\$300.00
	8		Quarter-pages @	\$200.00
Total				\$5,400.00

Exhibitors/vendors	Large booths @	Med. booths @	Small booths @	Estimated
	2		Large booths @	\$5,000.00
	20		Med. booths @	\$500.00
	6		Small booths @	\$200.00
Total				\$21,200.00

Sale of Items	Items @	Items @	Items @	Estimated
	1000 shirts		Items @	\$15.00
	500 caps		Items @	\$15.00
	100 framed posters		Items @	\$35.00
	2000 lottery tickets		Items @	\$5.00
Total				\$36,000.00

Expenses For Mammoth Bluegrass Festival

Expenses

Total Expenses	Estimated
	\$133,005.00

Estimated

Performers	
Artists (combined)	\$99,000.00
Totals	\$99,000.00

Other Costs	
Event Permit	\$81.00
Liability Insurance	\$788.00
Gondola Operation	\$5,040.00
Totals	\$5,909.00

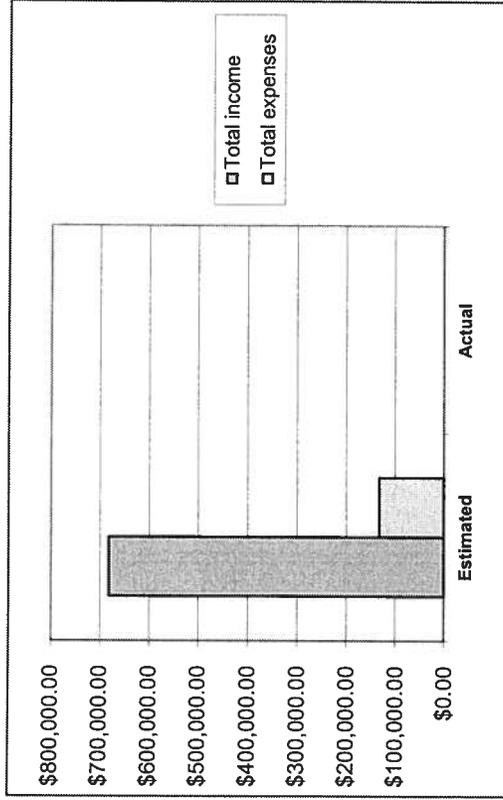
Advertising	
Advertising (combined)	\$26,496.00
Totals	\$26,496.00

Miscellaneous	
Transportation	\$1,600.00
Totals	\$1,600.00

Event Budget for Mammoth Bluegrass Festival

Profit - Loss Summary

	Estimated	Actual
Total income	\$682,500.00	\$0.00
Total expenses	\$133,005.00	\$0.00
Total profit (or loss)	\$549,495.00	\$0.00



Admission Prices

(1-Day Pass & 3-Day Pass)

<u>Day</u>	<u>Date</u>	<u>Price</u>	<u>Tickets Available</u>	<u>Headliners</u>
1	Aug. 30	\$35.	1,000	Sleepy Man Banjo Boys
2	Aug. 31	\$40.	1,500	Carrie Hassler
3	Sept. 1	\$45.	2,500	Ricky Skaggs
*1-3	All Days	\$95.	5,000	All

Children under 12 admitted free with adult



Purple Heart recipients admitted free (prior verification needed)

Refunds only with medical condition or family emergency

All sales final

Estimated Revenues:

1,000 1 st Day Passes @ \$35.00 =	\$ 35,000
1,500 2 nd Day Passes @ \$40.00 =	\$ 60,000
2,500 3 rd Day Passes @ \$45.00 =	\$ <u>112,500</u>
Total 1-Day Pass Revenues	\$ 207,500

Add 5,000 3-Day Passes @ \$ 95.00 = \$ 475,000

Grand Total (Potential) \$ 682,500

Does not include alcohol revenues or vendor fees (20% of gross Merchandise)
(15% of gross Vendor Food)

***3-Day Pass saves \$25.00 Over (3) 1-Day passes**

Entertainment Costs

<u>Group</u>	<u>Cost</u>	<u>Sets</u>
Ricky Skaggs & Kentucky Thunder*	35,000	(1)
Carrie Hassler*	8,000	(1)
Sleepy Man Banjo Boys (SMBB)	7,500	(2)
Peter Rowan Bluegrass Band	7,500	(2)
Alan Munde Gazette	5,000	(4)
Dan Crary & Thunderation	6,000	(3)
Jeff Scroggins & Colorado	4,000	(4)
Hard Road Trio w/Bill Evans	3,000	(4)
High Country	3,000	(4)
Poor Man's Whiskey	3,000	(2)
Hot Buttered Rum	5,000	(3)
The Devil Makes Three	3,000	(2)
Chris Jones** & The Nightdrivers	6,000	(2)
Gone Tomorrow	2,000	(3)
Bill Evans "Banjo in America"	500	(1)
Misc. Back-up musicians (for SMBB)	500	
Totals	\$99,000	(40)

*Includes Air & Ground Transportation

**Includes Sirius XM Live Satellite Broadcast "Bluegrass Junction" XM Channel 61

Advertising Costs

<u>Advertising</u>	
Auto Club (AAA) Westways Magazine (June)	10,570
Sierra Magazine Ads (2 months)	4,926
Local Newspaper Ads (10 issues)	1,800
Rack Cards (Hwy. 395, Owens Valley, Bishop, Mammoth)	1,500
Radio Promotions (Local, Owens & San Joaquin Valleys)	1,200
Bluegrass Publications (CBA Magazine, Bluegrass Journal, etc.)	3,000
Social Media (Facebook, Twitter, etc.)	<u>3,500</u>
Total	\$26,496

Additional Expense

Event Permit	81
Liability Insurance	788
Gondola Operation (\$210./Hr. X 8 hours=\$1,680 X 3 days)	<u>\$ 5,040*</u>

* Amperage charges to be determined on a pro-rata basis

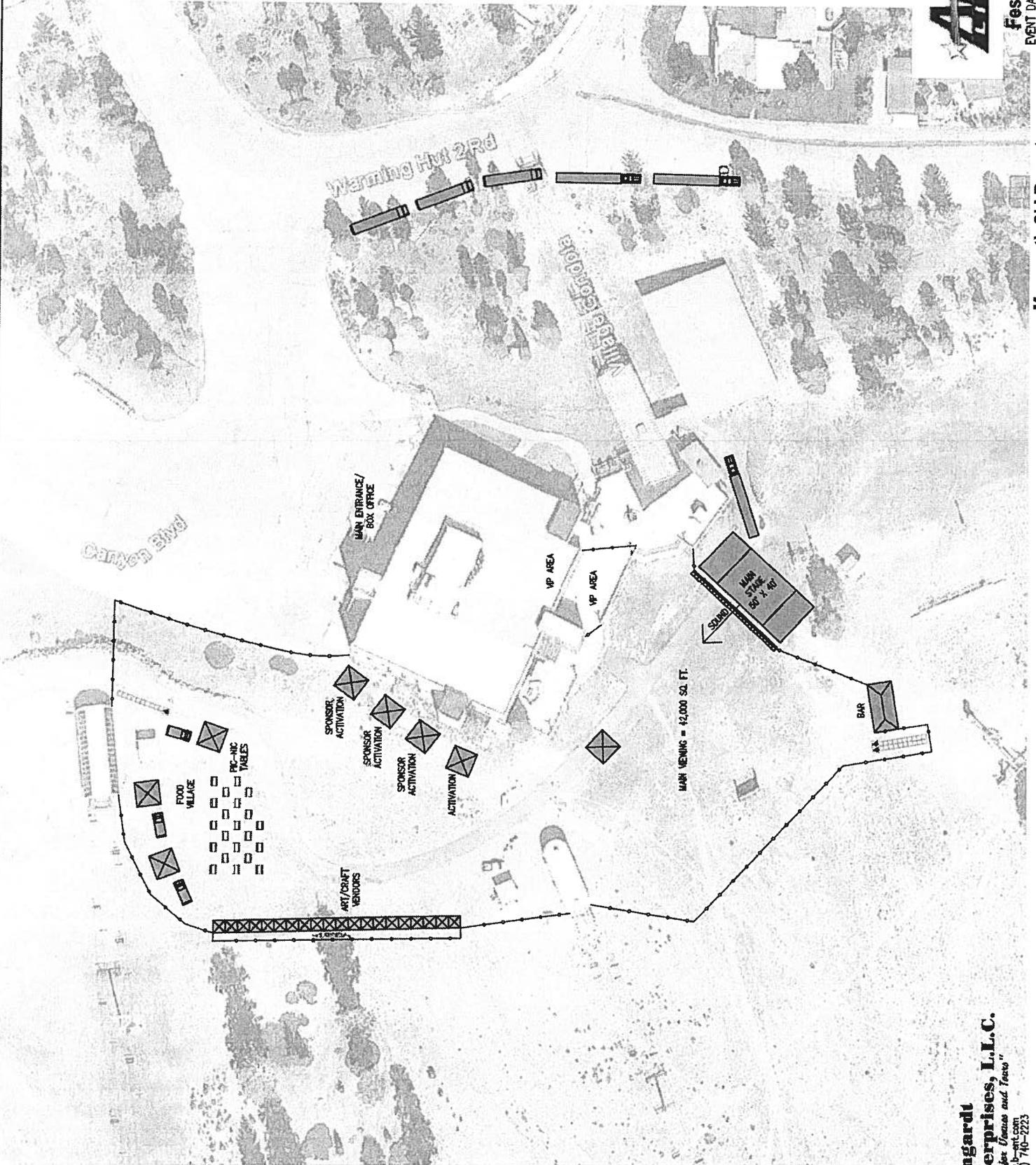
Grand Total **\$131,405**

* Estimate 120 Volunteers @ 8 hours per day = 960 hours x \$24.18



Festival
EVENT DATE: 2013
REV. DATE: 11-01-12

Mammoth Ski Resort



B Brungardt
E Enterprises, L.L.C.
"CAD Services for Venues and Events"
www-be.com
(887) 740-2225

Mammoth Bluegrass Festival (Tentative) Schedule 2013

Main Stage

Free Local Night		Friday, August 30th		Saturday, August 31th		Sunday, September 1st	
Thursday, August 29 th	End of Show	10:00	End of Show	10:00	End of Show	10:00	End of Show
8:30	Jeff Scroggins & Colo.	8:30	Sleepy Man Banjo Boys	8:30	Carrie Hassler	8:00	Ricky Skaggs & Kentucky Thunder
7:00	Alan Munde Gazette	7:00	Alan Munde Gazette	7:00	Chris Jones & Nightdrivers	7:00	Sleepy Man Banjo Boys
5:30	Hard Road Trio w/Bill E	5:30	High Country	5:30	Peter Rowan	5:30	Hot Buttered Rum
4:00	Chris Jones & Nightdrvs	4:00	Jeff Scroggins & Colo.	4:00	Devil Makes Three	4:00	Alan Munde Gazette
2:30	Dan Crary & Thunder	2:30	Gone Tomorrow	2:30	Poor Man's Whiskey	2:30	Hard Road Trio w/B. Evans
		1:00	Dan Crary & Thunder	1:00	Alan Munde Gazette	1:00	Peter Rowan
				11:30	Hot Buttered Rum	11:30	Dan Crary & Thunderation

Plaza at the Village

Free Local Night		Friday, August 30 th		Saturday, August 31 st		Sunday, September 1 st	
Thursday, August 29 th	End of Show	10:00	End of Show	10:00	End of Show	10:00	End of Show
8:30	High Country	8:30	Poor Man's Whiskey	8:30	Alan Munde Gazette	8:30	Jeff Scroggins & Colorado
7:00	Devil Makes Three	7:00	Devil Makes Three	7:00	Jeff Scroggins & Colorado	7:00	High Country
5:30	Gone Tomorrow	5:30	Hot Buttered Rum	5:30	Hard Road Trio w/Bill Evans	5:30	Gone Tomorrow
		4:00	Hard Road Trio w/Bill E.	4:00	High Country	4:00	Bill Evans "Banjo in America"

*Headliners indicated in Red

Competition

<u>Festival Location</u>	<u>Pass Type</u>	<u>Attendance</u>	<u>Price</u>	<u>Gross</u>
Telluride Bluegrass Festival	4-Day	10,000 [^]	\$169.	\$1,690,000
Father's Day Bluegrass Festival	4-Day	5,000+	135.	675,000
Grand Targhee Festival (Alta, WY)	3-Day	4,000**	169.	676,000
Huck Finn Bluegrass Festival	*****Cancelled*****			
Strawberry Festival (Camp Maher)	4-Day*	4,000+**	220.	880,000
Mammoth Bluegrass Festival	3-Day	5,000	135.	675,000

[^] Sold-out in 4 hours

* (4) 1-Day passes @ \$55.00 per day (includes camping)

** Estimated by Festival Official

Note: All Gross amounts are multi-day passes only (not single day). Father's Day Festival is located in Grass Valley, CA. Huck Finn Festival is located in Victorville, CA. Huck Finn is cancelled, due to death of founder/principal in October, 2012.



Telluride



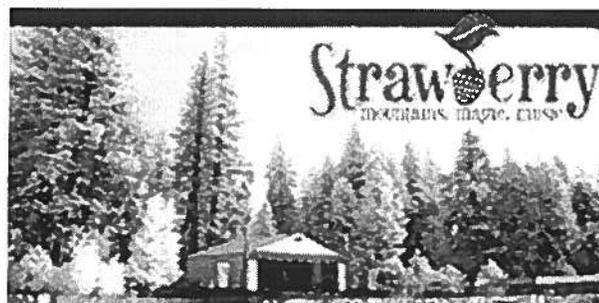
Father's Day Bluegrass Festival



Grand Tarhee



Huck Finn Festival



Strawberry Festival

Executive Summary

The Mammoth Bluegrass Festival was founded in 2012, with the intention of bringing a new and innovative musical event to the community of Mammoth Lakes. Our first event was a break-even situation, with capital improvements remaining, consisting of: stage back-drop, website, and various signages and invaluable contacts with community leaders.

The planned event for 2013 is much bigger; bringing much needed monetary resources to the community at-large. The Mammoth Mountain Ski Area has indicated a desire to cooperate with local residents to establish summer music festivals, during the season when ski operations are idle.

It is the desire of Mammoth Bluegrass Festival to bring Mammoth Lakes on-par with other such ski areas, as Telluride, Colorado and Alta, Wyoming, where the local economies have prospered beyond their expectations.

Bringing over a million plus dollars into the local economy, over a 3 day period, would certainly be a boost to the entire Eastern Sierra region.

This year's Bluegrass Festival is asking \$35,000 (the cost of the headlining artist). We feel that this investment will reap the community over 20 times that amount. We also feel that since the festival is willing to return the same amount back to the Measure U Fund (after all direct expenses) this should serve as a model for other events for future Measure U requests. Our understanding of Measure U is that the funds will be used for promising, fledging events, not for existing events that have been in existence for years.