



Mammoth Lakes  
CALIFORNIA

## 2013 MEASURE U SPRING APPLICATION FORM

### APPLICANT INFORMATION

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Name of Organization: Mammoth Lakes Jazz Jubilee

Type of Organization (Non-profit, HOA, Govt.): Non-profit 501-C3 Corporation & Foundation

Contact Person: Ken Coulter

Organization's Address: P O Box 909 / 368 Grindelwald Rd, Mammoth Lakes

State / Zip: CA 93546-0909

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Internet Address: [www.mammothjazz.org](http://www.mammothjazz.org)

### PROJECT SUMMARY

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1. Name of Project/Program/Event: Mammoth Jazz/Mammoth Lakes Jazz Jubilee
2. Project Category (Recreation/Arts/Mobility): Arts
3. Start / End Date: July 10-14,2013
4. Measure U Funds Requested: **\$33,000.00**

## SECTION A-PRELIMINARY QUALIFICATIONS

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

RecStrats-Strategy 5 & 7 say to "support the highest quality and variety of special events & support the highest quality and variety of arts & culture". Jazz brings in some of the highest quality musicians from all over the country, and they perform a large variety of styles of Jazz music.

General Plan-Community Vision Statement-"Being a premier, year round resort & community based on diverse outdoor recreation, multiday events and an ambiance that attracts visitors". Jazz is a 4 ½ day event. Also says that "...decisions that benefit the community's social, natural and economic capital-the triple bottom line. Jazz definitely provides a social center of activity & brings in lots of economic capital. Continuing on to the "Economy section"-the policy is to encourage the development of community based organizations that support economic development. Not only are events marketed by the town, but most individual events also target market their particular event. Jazz is sending out over 12,000 brochures from their printed amount of 50,000. Others will be sent to other Jazz events and to Jazz musicians to take everywhere they go, distributed by Certified Folders, and placed wherever people go. Many attendees come early, stay late and spend money while they are here. The survey results show that. And under the Marketing, Promotion & Special Events section you'll find the following: "Promote special events year-round with emphasis on producing multi-day events with particular attention to midweek and shoulder seasons." Also, "develop a year round special events program and venue plan." Hopefully the joint tent venue is a start to something like that venue plan.

Parks and Recreation Master Plan-..."the ability to connect with others in the community through recreation and events in public areas. " It continues with..."and the events help foster community interaction, promote connectivity, nurture partnerships, and encourage appreciation of the natural environment". Volunteers come out of the woodwork to work the event and often work side by side with another local they haven't seen in a long time. Mammoth Jazz becomes a reunion location of sorts for locals as well as attendees. With many of our venues being outside, our spectacular scenery can be seen from almost every Jazz location. The MLEC is a good example of groups working together in partnerships that never existed before. This plan continues with ..."These activities include festivals and performances, specialized high-altitude training opportunities, educational experiences, and shopping and nightlife. Mammoth Jazz is a festival whose patrons love to shop, eat & drink and it also has a Jazz Camp component to help promote "educational experiences". The Master Plan continues to say that the town should "promote awareness of the town's parks and recreation facilities, programs, and special events...also the town should be ready to explore these and other partnership options as they arise, including those with non-profit organizations."

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

The event will satisfy all of the “high level” goals the town is looking for. A copy of our survey results is included-**they came from far & wide specifically for the event, they spent \$ while they were here, and they want to come back. Where else can you be entertained with such high quality entertainment for nearly a week for a normal admission price to 1 concert in any big city?**

- a. Economic Stimulus-Brings in a lot of TOT, sales tax-shopping, gasoline, restaurants, etc. Mammoth Jazz attendees are pretty easy to spot as they wear their badges all around town, not just to get into the event. Many come before the event starts and stay after the event is over. As a matter of fact, we got asked to join an attending couple for a cocktail during the last week in July of 2012. They had rented a condo for the whole month. They came specifically for the event, and indicated they would not be here if it weren't for the Jubilee. We are sure there are many others like them.
- b. High Impact-When the RV Park is full for the only time during the year, and camp grounds are busting at the seams, you know it is “Jazz” time. 55,000 brochures will be printed for the event alone, but we are collaborating with 3 other musical events to do joint advertising. This has never been done before to our knowledge. We have even combined mailing lists, and hope to be able to do more than this one mailer together.
- c. Ready to Go-Have 24 years experience putting on this event. It seems that no 2 years are exactly the same, always some unforeseen challenge to overcome. So far, we have managed to do just that. We have not yet obtained all of our private property permission letters, but hope to do so soon. At this time, the Jubilee is scheduled to go July 10-14, 2013.
- d. Leverage-We did make a small profit in 2012, but that is used to help pay the annual, ongoing expenses. It is also used as “seed” money to start the next year off especially with printing of the brochure. We check in with the previous sponsors as soon as the event is over to “sign” them up again for the next event. We start our first managers meeting in January to see how many of our key managers are still on board. Fortunately, this current great group hasn't seen much change or turnover; and has not done so over the last many years. As many as 500 volunteers have helped each year to put on the event. As previously mentioned, the MLEC is working closely together to pool resources.
- e. Plan for the future-Ken & Flossie hope to step back some starting this October 1, the start of the Jubilees next fiscal year. A new manager will be in place, but we will remain on as consultants; and do the band hiring, etc. Not sure if the format will stay the same, or change. It will be up to the new manager & the board of directors of which we are 2. One thing we are currently doing, and hope this will continue and grow, is combining efforts with 3 other musical groups. For this current summer, we have already put together a postcard mailer using combined mailing lists; and are hoping to secure a summer venue that all 4 events can use as well as any other events that would fit in the space. For the Jazz Jubilee, it would be just one of our venues, but it would be a good one.

**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”).**

**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”).**

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

\_\_\_ Multiple years of funding, or

\_\_\_X\_ Single year of funding with thoughts about continuing the "joint venture" venue at the college, then it becomes multiple years for at least this summer long venue before a more permanent one can be built.

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

- f. Applicant: Ken & Flossie Coulter along with the Mammoth Lakes Jazz Jubilee board of directors. Their responsibilities are: plan the event according to how many and the size of the venues available; hire the entertainment as well as transport them-house -schedule their performance times-feed and market them; market the event through a large variety of media including newspapers-radio-television & posters; gather all of the correct information for the brochure before it can be printed; recruit and land sponsors; work with managers & volunteers on how to make the Jubilee the best that it can be; work with the town about borrowing equipment and the permitting process; follow up with all of the donated housing providers to check on the musicians that might have used their establishment. In other words, it is a year long job.
- g. Affiliated parties/agencies- There are a lot of them as this event is all over town. All of the land owners that either have vacant land or own/manage an indoor venue, Mammoth Unified school district for rooms for Jazz Camp instruction, Camp High Sierra for Jazz Camp housing & meals, Mammoth Lakes tourism to help publicize the summer events, Mammoth Police dept., Mammoth Lakes Fire dept., Mammoth Lakes Public works dept., Mammoth Lakes Water district, Town staff, and the residential areas close to the music are all involved.
- h. Consultant or other support-Other Jazz event producers, MLEC folks, TOML Staff, Measure U committee

**SECTION B – PROJECT DESCRIPTION**

**1. Project Location**

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

This event takes place all over town. This is a major strength and differentiator of the Jazz Jubilee. By having venues all over town it helps in many ways to mitigate traffic congestion, parking, etc. In 2012 the 8 venues that were used are: Little Eagle tent, The performing Arts theater on Old Mammoth Rd., a tent in Grumpy's parking lot, inside Rafters bar & restaurant, the RV Park recreation room, a large tent in the Village lot across from the Community Center, inside & upstairs in Whiskey Creek's bar, and a large tent in the "Holler" or also called "Sam's Woods". There were also 2 performances at the Museum on Wed. & Thurs. midday as fund raisers for the Historical Society.

**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. Not yet for all outside venues, but yes on Whiskey Creek , the RV Park rec room, and the Rafters bar & restaurant.

- 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: n/a

B. Maintenance: n/a

C. Operation: n/a

D. Liability & Insurance: n/a

\*\*\*If a tent venue is approved and funded for the summer on the college foundation building parking lot, these answers may change. For example: the tent company would be the owner, each event would be responsible for the cleanup, etc. during & after their event, each event would contribute to the operational expenses, and each would have to provide their own insurance.

- 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)**

Several of us are meeting with a tent representative the last week of January, more may be known after that meeting.

- 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)**

See #4

- 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?**

At the present time, we think "NO". All current equipment that is used by Jazz and many other events is stored by the Jubilee in the industrial park along with 2 other storage units in the Mammoth Mountain Self storage facility by the hospital. Jazz maintains all of it.

- 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)**

At the present time, 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, the \$7,000 request to help pay for the over \$14,400 we pay in storage rent for a unit that houses such things as: chairs, tables, trash cans, construction lights, & fire extinguishers. Most, if not all of these, items are used by many other events during the summer. They do not have to go out and purchase them, we loan them out for "free".

**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)**

**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.

- A contract with the school for \$1500 to use their classrooms for Jazz Camp instruction
- Contract with Camp High Sierra for camper housing & kitchen use-\$7,000
- Contract with a tent company-hasn't been decided yet who that might be as it depends on the joint tent venue funding, but it will be at least \$45,000.
- Contract with the piano moving company-\$2,500
- Insurance policies---event & D&O insurance-\$10,000
- Storage unit contract for \$1,200/month
- Will have contracts with the performers that will total well over \$100,000
- Need to contract out for sound and that can cost up to \$18,000 if it is done correctly, last year we did not pay the full bills as we were not happy with some of the job that was done

**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.

Wow, are there volunteer hours! They start by the many managers long before the event is even publicized. There are only 2 paid employees, Ken is even a volunteer as well as a musician when the event starts. A co-director & an operations manager make the salaries. Thousands of hours are volunteered by hundreds of volunteers before, during & after the event. The Jubilee could not happen without them, it is way too large for just several people to handle. All of the board, all of the volunteers, all of the managers, & even a co-director are not paid. What do volunteers do? Help plan the event during managers meetings, greet visitors at the venue entrances, sell badges, sell souvenirs, cleanup the trash, help answer any & all questions, help create sponsor bags, setup the venues, tear down the venues and pack away all reusable items, etc. Using the \$24.18 /hour (CA value), and estimating between 8-10,000 hours the cost would be between **\$193,440 & \$241,800.** PRICELESS is the word used to describe the value of all of this volunteerism.

**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.

In 1989, the then Resort Assoc. paid \$1200 to the first two hired bands for the event.

Some town funding was received the next 3 years, but none was asked for by the event for the next 17 years. As the world economy changed, we still tried to put on a "big show"; but found we lost a lot of money. That's when we returned to the town Council to ask for help to keep this economic engine running. We also made some major cuts of our own in our format by eliminating several tented venues and a lot of the volunteer perks. We would like to try & continue with the current format as we think it helps the whole town vs. one location. In order to do that though, it requires more money than we may take in. One can never depend on the weather and that has been our biggest down fall in badge sales from the "drive to the event in an hour or so" market. Daily badges are necessary to help keep the event alive, but don't sell well when we have rain & lightning. Gas prices may also have an effect on our attendance.

2011 Mono County \$ was \$13,000

2012 Measure U \$ was \$27,000 + 2 trolleys needed to transport our attendees around town as our donated mountain buses were declared unfit for the road. They in turn were donated by the Jubilee to the town for an airport fire drill. They are currently ashes.

2012 Mono County \$ was \$10,000

2013 Measure U \$ is ?????

We also have some sponsorship opportunities for patrons who want to donate as little as \$50, or who may want to spend \$500-\$2,500 to sponsor part of a band. These funds vary year to year, but average between \$20-\$30,000.

**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.**

"Yes" as mentioned above. We have tried to become thinner/leaner with our spending and tried to reach new markets with our advertising. In the last several years, we have noticed a lot of "new-first time" attendees. We try & encourage our patrons to bring their friends, and we think that approach is working as seen on the survey. As to the question-"how did you find out about the event?" The largest % came from friends/family, & the next % was from our brochure.

We try to create something different each year for the many time returnees. We've done parades and had fireworks. This year we have created an all-star band of former band leaders & players from bands that either have not been here in a very long time, or the band is no longer in existence. Even though the All-stars require a larger salary then the average band player, we hope it will draw some folks that use to follow the likes of Igor from Igor's Jazz Cowboys, Bob Draga from several different bands, John Hall from Chicago 6, Mike Vax from the Great American Jazz Band +, Chet Jaeger of Night Blooming Jazzmen; & Bonnie Otto & Bob Williams from Wooden Nickel, just to name a few. This should cause some musical excitement as this group has never been together on stage at one time anywhere. We also hope to involve individual Jazz Campers more. One way would be to pair them up on stage with a professional, other than their "Professors", and then have them perform one on one. We are also expanding the Saturday wine tasting by 50-25%- wine glasses. Our current space really limits the number that can be sold. We hope to grow this aspect of the event in the future.

**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.**

No, Measure U is not the only funding source.

Badge sales is our largest source of revenue, followed by individual sponsors, and wooden dollar sales. Mono County has also contributed as they see the benefit of this event to the whole county. With every badge confirmation, we send a copy of our "Noteable" sponsorship request, hoping to get some money back from each attendee. This has worked somewhat in the past, but not as well as we need it to.

**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:**

Traffic, parking and pedestrian impacts may not be as large as some other events have that are not spread out all over town like Mammoth Jazz is. Lodging all around town benefits as the venues are no longer just on Minaret Road. The town trolley really helps transport people from most parts of town to most Jazz venues, or at least close by. You can normally tell a Jazz attendee as they wear their badges everywhere, so retail & restaurant owners & managers can identify them very quickly as Jazz fans. After the event, many will continue to wear "Jazzy" clothes as well as their Jazz souvenirs shirts. Positive impact is the long term financial gain for the whole town, through a variety of taxes, and the negative impact may be "the noise" of a type of music a homeowner may not enjoy. On the other hand, we have had far more individuals comment on the fact they like to sit on their porch or deck & listen to the music during the Jazz Jubilee. For the last several years, we have stopped the music in the outdoor locations close to 10pm-town "noise" ordinance- and continue with the "later" music only in the indoor venues.

**SECTION C – PROJECT BENEFITS**

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

Quality of life is improved by the musical experience that would not otherwise be available. Badge wearers are seen all over town during Jazz week. The TOT takes a big jump on Jazz weekend as seen by John Urdi's occupancy numbers, and our survey results. They come early & stay late, so they shop & eat in town long before & long after the event starts & stops. All of this greatly increases the town's revenue. If you use \$98.32/day/visitor, Mammoth Jazz would bring in over \$1,000,000 using an average of 2,750 a day for 4.5 days. Wednesdays and Sundays have the smaller crowds while Thursday starts to build attendance with 3,500-4,000 attending on Friday & Saturday. The survey indicates that shopping was they 2<sup>nd</sup> most activity enjoyed while they were here, next to relaxing.

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

Our target market is music lovers, especially Jazz, from all over the country. We hire bands from all over the country as well so they tell their followers & bring their fans with them. Most of our volunteers are residents or 2<sup>nd</sup> home owners, so they get to enjoy the happenings as well as those who pay to come from far & wide (see the survey results) to the event. Over 120 musicians participate-we hope to have more to celebrate the 25<sup>th</sup> Jubilee, and 1-4,000 attend each day. Once again, what does the survey say? Mammoth Jazz visitor trends and demographics are as follows:

- \*Age 50+ with some over 90
- \*Annual income of \$75-\$100,000
- \*Vacation predominately in the summer
- \*Very loyal-86% attended the event prior
- \* Predominantly stayed in condos followed by hotels/motels/lodges
- \* Most were referred by friends and relatives( 65%) followed by the event brochure (41%)
- \* On their way to Mammoth, almost 50% of them stopped and spent \$ in Bishop
- \* 89% came to Mammoth primarily for the event, while over 96% of them would like to attend the 2013 Mammoth Jazz happening.

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

The current request is just for one year, but the event is now in its 25<sup>th</sup> year, so it is recurring. The Jazz Jubilee is not like most other events in that it has year round expenses that total about \$5,000 a month. There needs to be a profit at the end of the fiscal year, September 30<sup>th</sup>, as most of the income does not start coming in until at least 6 months after the event is over.

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

We are very happy to be part of the MLEC, and think that there are many opportunities to work together on a variety of projects.

We feel the Jazz Jubilee has been very successful in advertising not only the event, but also the spectacular scenery of the area. Often, we include photos of local scenery.

We always include the Lodging/Tourism 800 phone number in our advertising.

**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.

**2. Identification of Market Opportunity**

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

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

**4. Projected Multi-Year Demand Analysis**

- A. Provide the projected demand with assumptions.

**5. Projected Multi-Year Revenue Projections**

- A. Projected revenue with pricing assumptions.

**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:.
3. Site preparation/demolition and site prep costs:
4. Entitlement costs: N/A
5. Architect and planning costs: N/A
6. Construction costs:
7. Operational costs:
8. Maintenance costs: Hopefully minimal
9. Programming costs:
10. Other:

## **Feasibility Analysis**

### **1. Project and Financial Assumptions**

- A. Please state assumptions which are the basis of the pro forma development.  
We hope we have marketed to the correct audience & that the combined efforts with the 3 other musical events pays off in increased attendance for all of us.  
Friends continue to tell their friends, and the attendance stabilizes.  
The weather will be wonderful July weather and not rain during Jazz weekend.  
That gas prices stabilize and don't take a tremendous summer jump as they have been known to do in the past.  
Economy will not drop any further, and will continue to recover. Some of our attendees do live on a fixed income, while others travel when/where they want. Many do come to Mammoth to enjoy events here all summer long.

### **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.

Of course our budget has varied as costs vary, but it has stayed between \$380,000 & \$420,000 for many years now. The thing that has changed has been the income level. We have been able to pay our bills during those "lean" years because we were able to bank some profit each year. That type of banking, profit, has not happened over the last several years. All profits have gone to continued operational costs. We would love to give you numbers for the next 5 years, but it would all be guess work at the present time. A lot will depend on a "summer tent" venue being made available to all summer events.

### **3. Risk Analysis**

- A. Identify project/program risks.

As has been stated before, bad weather is always a risk.  
Unexpected poor attendance is always a fear.  
Bands may have to cancel as High Street has done in the past.

Fewer than needed volunteers-we are trying to bring in younger ones here to as the town's volunteer pool is aging-will show up to work the event.

#### **4. Project Schedule**

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

Debrief from the previous event, acquire venues, hire bands that will draw, find sponsorship, create a colorful brochure and send to our mailing list & place where other brochures are found- Certified Folders helps us with that, create a marketing-advertising plan, start banking badge orders & paying all those never ending bills, lineup band airline transportation-band housing-band performance scheduling-band rental cars & Reno band housing if needed, have manager's meetings starting in January, volunteer meetings so they understand our philosophy as to how we want the patrons & musicians treated, deal with the permit & grant processes, have fun during the event while putting out all of the "fires" no one else is to know about. Work with an accountant & a board of directors on the budget, constantly update our face book page & the website, go to other Jazz events and promote Mammoth Jazz, line up all of the rental equipment needed; and start all over again.

#### **5. Quality of Life Analysis**

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

Do not see any negatives, only positives that have been previously stated.

More tax dollars for the town, a chance to listen to entertainment that would not normally be available, & provide an educational opportunity for young musicians to learn about the many facets of Jazz.

The event also offers many other non-profits an opportunity to earn some much needed money as they sell souvenirs and food/drink.

Because the event is spread throughout town, it allows the "new to town" attendee to see more of it, instead of "just the Village" for example.

The use of 2 town trolleys has really helped in that aspect of the Jubilee.

# Measure U Executive Summary

## 2013 Mammoth Lakes Jazz Jubilee – 25<sup>th</sup> Anniversary

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89% of Jazz Jubilee attendees in 2012 came to Mammoth Lakes primarily for the event, while 96% have indicated that they intend to return for the 25<sup>th</sup> Anniversary.

**We are fortunate to have such loyal and devoted followers!**

### ***Event Overview***

The 25<sup>th</sup> Anniversary event will be very similar in scope to the 2012 Jazz Jubilee but with a few new twists and surprises. Scheduled from July 10-14, 2013 the event will span 8 venues, include a variety of music from solo acts to an 18 piece Big Band performance, all enjoyed by over 5,000 jazz enthusiasts. Retuning this year is the ever-popular Jazz Camp. One of the best things this event has achieved over the last 18 years is the Jazz Camp. Campers from 13-17 year old, travel from all over the country to learn from world-class musicians. They learn how to read Jazz music, how to perform an improvisation solo, gain stage presence, and how to begin and end a Jazz tune. Scholarships are provided to local music students who can't afford the tuition. Over the years, many local kids have attended and one student has even become a music teacher currently teaching in Northern California.

### ***Funding Request***

The Mammoth Lakes Jazz Jubilee is requesting \$33,000 of Measure U funds from the 2013 spring award. Funds will be used in the following categories:

- Administration/Marketing: \$7,000
  - \$7,000 will purchase more targeted jazz co-op ads like the postcard, and to market in northern/southern California where we never have before.
- Operations: \$14,000
  - 50% of this fund is for the storage space that houses most of the "shared" equipment.
  - The balance is part of the "joint tent venue" expense. Each event will be asked to use some of their own funds as well. Tents are our "weather insurance".
- Programming: \$12,000
  - A portion of the funds will be used for Jazz Camp operations and scholarships.
  - The remainder of the funds will be used to pay travel expenses for the more popular and more expensive entertainers to help make the 25<sup>th</sup> Mammoth Jazz a truly memorable experience.

**Where else can you be entertained with such high quality entertainment for nearly a week for a normal admission price to 1 concert in any Big City?**

**Thank you for your consideration!**

**Ken and Flossie**

# Measure U Project Conceptual/Business Plan

## 2013 Mammoth Lakes Jazz Jubilee

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### ***Event Overview***

This event has “morphed” many times over its almost 25 year life. It has had its ups and downs in attendance and revenue, but seems to currently have stabilized in numbers. The expenses seem to continually rise, but we feel we cannot raise the badge prices too much, so this presents a dilemma-how to offset expenses with income. The event has grown from 5 hours to 4 1/2 days of world class entertainment provided by performers from all over the country. The Jubilee takes place in mid-July, with the dates revolving around when July 4th actually occurs. We feel we cannot ask our many volunteers to give up their 4<sup>th</sup> of July plans to start setting up for Jazz, so the dates normally are at least a week plus after the 4<sup>th</sup>.

The 2012 Jubilee did see a slight profit, or at least received enough seed money to keep it going until the new badge sales begin in January. One goal is to be self-sufficient, but we aren't quite there yet again. Hopefully that will occur so we don't have to continually ask for money to make the event happen.

### ***2013 Mammoth Lakes Jazz Jubilee***

The 2013 event will be very similar in scope to the 2012 Jubilee with a few new twists & wrinkles. We try to provide something new each year to keep it interesting for the long time attendees. A variety of music is provided from solo acts to an 18 piece Big Band performance. Many styles & varieties of Jazz are presented, with the hope that someone will like something and learn to like most of it by the end of the event. We try to hire performers, not just good musicians, and we think we have done that over the years.

### ***Jazz Camp***

One of the best things this event has achieved over the last 18 years has been to provide an outlet through the Jazz Camp experience to help keep Jazz –this true American art form–alive and well for many years to come. The Jazz Campers are 13-17 year olds who come from all over the country. They start arriving the Sunday before the event in order to be taught all week long by world class musicians, the Professors, so they can perform on stage during the main event along with the “Pros”. They learn how to read Jazz music, how to perform an improvisation solo, stage presence, and how to begin & end a Jazz tune. The camp is known throughout the country and has a very high reputation. If local music students can't afford the tuition, the Jazz Jubilee will provide a scholarship to help pay the fees. Over the years, many local kids have attended and one student has even become a music teacher currently teaching in Northern CA.

He brings 5-7 new campers each year to enjoy the experience he had in the past while several others have become professional musicians. There is a great opportunity to have this aspect of the event grow, but currently we are limited by dorm space for the attendees. Up to 42 kids attend at one time, not much available around town to house them adequately. We might be able to start a new camp for adults so that problem would not exist. We are asking for the financial help of the “Programming” category to help the Jazz Camp grow, and to be able to bring in the best entertainment possible. We all know what happens to summer gasoline prices, and therefore airfare costs rise as do baggage costs.

### ***Operations***

The 2013 Jazz Jubilee will continue to provide these values to locals, the town, and to the visitors. The rise in TOT, the anticipation of great music, beautiful scenery, and a lively atmosphere for those oh so many volunteers to work in are what makes this event special. However, because of the economy, airline fares, baggage costs, gas prices, higher equipment rentals, etc., there may be fewer bands and fewer venues; BUT the same great quality of entertainment for the entire family will be presented.

### ***Venues/Transit***

Mammoth Jazz occurs all over town in a variety of venues including tents, theaters, and local pubs. All venues are connected by both town transit and the Jubilee bus.

### ***Staff/Volunteers***

We have a paid staff of 2 with 1 co-director & 1 operations manager. The heartbeat of the event is its volunteers. They range from a 15 hour during the event volunteer to a manager who may spend up to 100 hours each before, during and after the event. Most are more than happy to help.

### ***Marketing & Promotions***

Marketing occurs in a variety of ways. As per the survey, word of mouth is our biggest method closely followed by print media. We also try to get the word out over the radio & television. We are asking for to help in this category as we would like to expand our reach. Also, to help set up an administrator for the MLEC organization.

The survey also indicates that our patrons primarily come specifically for the event and want to return the next year. Mammoth Jazz seems to have many satisfied customers. All of this helps the local economy through a variety of taxes, including TOT. Almost 66 percent stay in either a condo, hotel/motel/lodge or in their 2<sup>nd</sup> home while others camp or stay with friends.

### ***Logistics***

Our storage unit houses a lot of mutually used equipment and we once again are asking for less than ½ of the annual rent. This saves many other events from spending their money on such event necessary items.

### ***Summary***

The constant challenge is that of the constant change aspect. Even after 25 years, it seems like no 2 years have ever been the same. That requires "re-tooling" each year to find venues, hire bands, find adequate funding sources, and try to make Mammoth Jazz the best event it can be. We hope to leave our visitors with a wonderful experience so they will want to come back to town as well as the event. We know of several folks who several years ago came to the event as their first time to Mammoth, and ended up buying property & building homes here. Now that is how you raise the tax base!

# Event Budget for Mammoth Jazz 2012-2013

## Expenses as of 2/1/13

Total Expenses	Estimated	Actual
	<b>\$414,600.00</b>	<b>\$51,315.66</b>

	Estimated	Actual
<b>Site-tents, sound, rent, permits, insurance</b>		
Room and hall fees	\$2,000.00	
staff co-ordinator&director payroll/sales taxes	\$46,500.00	\$17,085.45
Equipment-sound	\$7,500.00	\$1,460.26
Tables, chairs, tents, etc.	\$18,000.00	
<b>Totals</b>	<b>\$55,000.00</b>	<b>\$18,545.71</b>

	Estimated	Actual
<b>Site Improvement including Decorations</b>		
Insurance	\$10,000.00	\$4,092.50
decorations/wine glasses construction	\$1,000.00	\$546.49
utilities	\$1,500.00	\$300.00
storage rental	\$800.00	\$159.52
<b>Totals</b>	<b>\$15,000.00</b>	<b>\$6,000.00</b>
	<b>\$28,300.00</b>	<b>\$11,098.51</b>

	Estimated	Actual
<b>Publicity-Advertising</b>		
Ads created/published	\$28,000.00	\$12,057.92
badge/ribbon production	\$2,300.00	\$0.00
Volunteer/sponsor costs	\$7,000.00	\$2,399.76
Reseach/development	\$8,000.00	\$2,005.92
<b>Totals</b>	<b>\$45,300.00</b>	<b>\$16,463.60</b>

This budget will have to be modified/cut/lowered/changed if all of the Measure \$ request is not available or awarded before July.

	Estimated	Actual
<b>Refreshments-food &amp; bar commissions to vendors</b>		
Food	\$35,000.00	
Drinks	\$24,000.00	
<b>Totals</b>	<b>\$59,000.00</b>	<b>\$0.00</b>

Program	Estimated	Actual
Performers	\$69,100.00	
hospitality	\$6,500.00	from last year \$217.14
Travel	\$36,000.00	\$10.00
Hotel	\$7,500.00	
souvenirs/bar supplies/sales tax	\$6,500.00	\$1,383.00
<b>Totals</b>	<b>\$125,600.00</b>	<b>\$1,393.00</b>

	Estimated	Actual
<b>Scholarships &amp; Jazz Camp Expenses</b>		
Scholarships	\$4,000.00	
Jazz Camp	\$28,500.00	\$1,660.34
<b>Totals</b>	<b>\$32,500.00</b>	<b>\$1,660.34</b>

	Estimated	Actual
<b>Miscellaneous including Office Supplies</b>		
Telephone+ paper/ink,etc.	\$4,400.00	\$1,488.27
Postage	\$4,000.00	\$219.43
computer related-web,etc	\$500.00	\$55.80
Due/memberships/licenses	\$4,000.00	\$391.00
<b>Totals</b>	<b>\$12,900.00</b>	<b>\$2,154.50</b>

# Event Budget for Mammoth Jazz 2012-2013

## Income as of 2/1/13

	Estimated	Actual
Total income	\$414,600.00	\$32,286.14

Admissions/Badges/Jazz Camp		
	Estimated	Actual
Badges \$220000		\$4,660
Jazz Camp income		
\$23,000		
Adults @ \$20-\$140		
Children @ \$10-\$15		
Other @ college-\$45		
	<b>\$243,000.00</b>	<b>\$0.00</b>
		<b>\$4,660.00</b>

Donations/Sponsors-cash		
	Estimated	Actual
\$55,000-without measure U (inc.county10,000)17460		\$17,460.00
Measure U\$	\$55,000.00	\$35,000
on site contributions-\$2,500	\$35,000	
"Other" income \$5,000	\$2,500.00	\$165
\$13,000 \$10,000 county	\$5,000.00	\$165.47
	\$13,000.00	\$10,000.00
	<b>\$110,500.00</b>	<b>\$27,625.47</b>

Following #'S are in \$1,000's:  
 Inc. **Z** for MLEC co-ordinator  
 and **Z** for co-op tent venue  
 at the college, **Z** for storage sharing,  
**12** for extra entertainment for 25th year  
**Z** for additional ads inc. the joint ventures.  
**Totally \$35,000.00**

Other income		
	Estimated	Actual
space rental-0		
interest/dividends-\$100	\$100.00	\$0.67
Wooden Dollars-scrip-\$53,000	\$53,000.00	
	<b>\$53,100.00</b>	<b>\$0.67</b>

This entire budget will have to be modified if Measure U money is not available, as this budget indicates the use of all of the Measure U \$ request

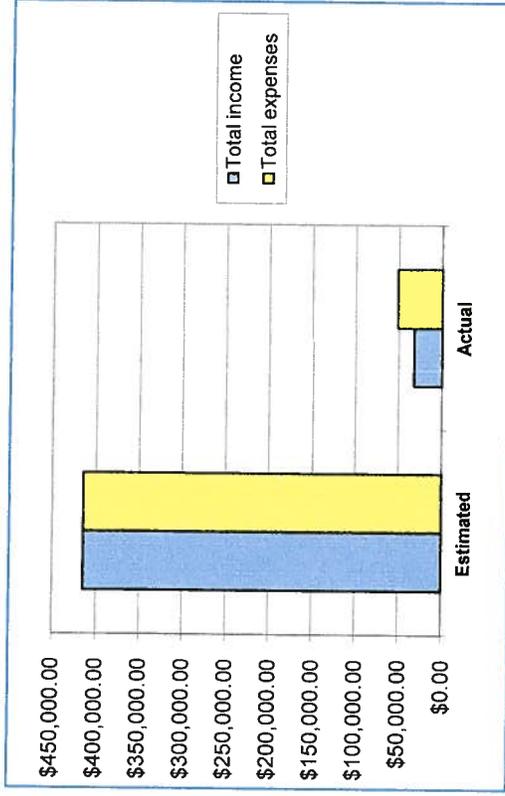
Souvenirs-including T-shirts,hats,CD's		
	Estimated	Actual
\$8,000	\$8,000.00	\$0.00
		\$0.00
		\$0.00
		\$0.00
	<b>\$8,000.00</b>	<b>\$0.00</b>

# Event Budget for Mammoth Jazz-2012-2013

## Profit - Loss Summary

	Estimated	Actual
Total income	\$414,600.00	\$32,286.14
Total expenses	\$414,600.00	\$51,315.66

**Total profit (or loss)      \$0.00      (\$19,029.52)**



# 2012 Mammoth Lakes Jazz Jubilee

1. Have you attended the event before?

Answer Options	Response Percent	Response Count
Yes	86.4%	639
No	13.6%	101
	<i>answered question</i>	740
	<i>skipped question</i>	21

Also, 680 said they want to come back in 7/13  
96.3%  
 while 26 said "no" only 3.7%

2. If so, how many years?

Answer Options	Response Count
	612
	<i>answered question</i> 612
	<i>skipped question</i> 149

3. Did you come to Mammoth Lakes primarily for this event?

Answer Options	Response Percent	Response Count
Yes	88.7%	654
No	11.3%	83
	<i>answered question</i>	737
	<i>skipped question</i>	24

They came from: CA, SC, OR, AZ, ID, NV, WA, TN, IL, GA, KS, HI, KY, NC, NM, CT, CO, MS, DE, MD, LA, FL, UT, NH, TX, MI, Sweden, CANADA, ITALY & SWEDEN, NORWAY, ARABIA

1/2 + most of these folks live here or have a 2nd home here

4. Where did you PAY to stay while in Mammoth Lakes?

Answer Options	Response Percent	Response Count
Hotel/Motel/Lodge	19.2%	139
Condominium	30.8%	223
Camping	5.0%	36
RV Park	7.7%	56
2nd Home	16.5%	119
Friends/Relatives	17.3%	125
Other	4.3%	31
	<i>answered question</i>	723
	<i>skipped question</i>	38

50% → 62.7% pd

5. How did you hear about the event?

Answer Options	Response Percent	Response Count
----------------	------------------	----------------

Friends/Relatives	64.7%	413	*
Magazine	2.4%	15	
Event Brochure	41.1%	262	*
Radio Ad	0.6%	4	
Newspaper Ad	4.7%	30	
Mammoth Lakes Visitor Guide	5.2%	33	
Poster	1.9%	12	
Website	12.1%	77	
	<i>answered question</i>	638	
	<i>skipped question</i>	123	

6. If Website, which one?

Answer Options	Response Count
	48
	<i>answered question</i> 48
	<i>skipped question</i> 713

7. What other SUMMER events do you attend, or plan to attend in Mammoth Lakes in 2012?

Answer Options	Response Count
	439
	<i>answered question</i> 439
	<i>skipped question</i> 322

8. Approximately how much did your party spend on the following during your stay?

Answer Options	Response Percent	Response Count
\$Lodging	64.4%	368
\$Food & Beverage	94.7%	541
\$Activities	34.3%	196
\$Shopping	59.4%	339
	<i>answered question</i>	571
	<i>skipped question</i>	190

They like to eat, drink, & shop as well as stay

9. On a scale from 1 to 10 how likely are you to recommend Mammoth Lakes to your friends?

Answer Options	Response Percent	Response Count
1	0.3%	2
2	0.3%	2
3	0.0%	0
4	0.5%	4
5	0.9%	7

6	1.1%	8	
7	2.8%	21	
8	5.8%	43	
9	9.9%	73	
10	78.3%	578	
Why did you circle the number?		644	
	<i>answered question</i>	738	
	<i>skipped question</i>	23	

↓  
96.8%

10. Would you like to attend the 2013 Mammoth Jazz event on July 10-14, 2013?

Answer Options	Response Percent	Response Count	
Yes	96.3%	680	*
No	3.7%	26	
If not, why not?		58	
	<i>answered question</i>	706	
	<i>skipped question</i>	55	

11. On your way to Mammoth Jazz, how much did you spend in your party in:

Answer Options	Response Percent	Response Count	
Topaz	3.3%	13	
Walker/Coleville	4.1%	16	
Bridgeport	4.9%	19	
Lee Vining	7.9%	31	
Tioga Gas Mart	7.2%	28	
June Lake	1.3%	5	
Crowley Lake	0.5%	2	
Bishop	49.7%	194	
Lone Pine	17.2%	67	
Big Pine	10.3%	40	
Other (where?)	19.7%	77	
	<i>answered question</i>	390	
	<i>skipped question</i>	371	

— no June Lake concert connected to MLJJ this year— held at (Double Eagle)

12. If you are a current sponsor &/or a "Note-able", would you continue your sponsorship?

Answer Options	Response Percent	Response Count	
Yes	77.6%	38	
No	22.4%	11	
	<i>answered question</i>	49	
	<i>skipped question</i>	712	

13. If you are not a current sponsor, would you like some information about becoming a sponsor?

Answer Options	Response Percent	Response Count
Yes	9.2%	49
No	90.8%	483
What address should be used? Email or physical?		39
	<i>answered question</i>	532
	<i>skipped question</i>	229

14. What other activities have you enjoyed on your visit?

Answer Options	Response Percent	Response Count	
Mountain Biking	10.7%	61	
Golf	12.1%	69	
Scenic Gondola Ride	10.2%	58	
Devils Postpile/Rainbow Falls	14.6%	83	
Fishing	19.5%	111	*
Hiking	29.0%	165	*
Yosemite National Park	14.8%	84	
Crowley Lake	5.1%	29	
Mono Lake	10.9%	62	
Convict Lake	18.6%	106	
Relaxing	43.9%	250	*
Bodie Ghost Town	6.0%	34	
High Altitude Training	1.9%	11	
Shopping	33.2%	189	*
Cultural/music event/festival	19.7%	112	*
Other	12.3%	70	
	<i>answered question</i>	569	
	<i>skipped question</i>	192	

15. Are you aware that Alaska Airlines/Horizon Air flies from Los Angeles to Mammoth Yosemite Airport for as low as \$59 each way?

Answer Options	Response Percent	Response Count
Yes	62.6%	436
No	37.4%	261
	<i>answered question</i>	697
	<i>skipped question</i>	64

16. Have you flown to Mammoth Lakes before?

Answer Options	Response Percent	Response Count
Yes Winter	13.2%	91
Yes Summer	9.2%	64

No	79.9%	553
	<i>answered question</i>	692
	<i>skipped question</i>	69

17. Would consider flying to Mammoth on a future trip?

Answer Options	Response Percent	Response Count
Yes	41.8%	282
No	58.2%	392
	<i>answered question</i>	674
	<i>skipped question</i>	87

18. What is your age?

Answer Options	Response Count
	682
	<i>answered question</i> 682
	<i>skipped question</i> 79

19. How many in your group are ages?

Answer Options	Response Percent	Response Count
12 & under	4.0%	27
13-20	4.5%	30
21-29	2.2%	15
30-39	2.8%	19
40-49	6.3%	42
50-59	17.9%	120
60-69	42.5%	284
70-79	54.9%	367
80+	23.0%	154
	<i>answered question</i>	669
	<i>skipped question</i>	92

geared toward "older" generation

20. What is your income level?

Answer Options	Response Percent	Response Count
\$0-\$30k	7.1%	35
\$31-\$50k	12.8%	63
\$51-\$75k	17.9%	88
\$75-100k	43.9%	216
\$100k+	18.3%	90
	<i>answered question</i>	492

\$51+up  
↓  
80.1%

*skipped question* 269

21. How many days each year do you vacation?

Answer Options	Response Percent	Response Count
Spring	73.5%	407
Summer	87.7%	486
Fall	74.7%	414
Winter	61.7%	342
	<i>answered question</i>	554
	<i>skipped question</i>	207

22. Comments

Answer Options	Response Count
	401
	<i>answered question</i> 401
	<i>skipped question</i> 360

23. Participant

Answer Options	Response Percent	Response Count
Name:	99.9%	741
Address:	95.6%	709
City/Town:	98.1%	728
State:	95.7%	710
ZIP:	96.1%	713
Email Address:	75.1%	557
	<i>answered question</i>	742
	<i>skipped question</i>	19

24. Did you receive a brochure this year?

Answer Options	Response Percent	Response Count
Yes	70.2%	499
No	25.5%	181
Yes! Please add me to Visit mammoth's email newsletter	66.4%	472
	<i>answered question</i>	711
	<i>skipped question</i>	50