



## MEMORANDUM

Date: March 11, 2014

To: Mayor Geoffrey Thomas  
Monroe City Council  
Gene Brazel, City Administrator

From: Mike Farrell, Parks & Recreation Director

Re: **Monroe MusicFest**

On February 18, 2014, Staff presented a summary (attached AB14-032) on the revenues, expenditures and turnout for the 2013 Monroe MusicFest event. During Council discussion on the subject, the following requests were made of Staff:

- *Clarification on utilizing a Request for Proposals (RFP) process if considering utilizing City funds to support a second Monroe MusicFest.* Our research has revealed that, while we are unaware of any State law requirement to use a bidding/RFP process in selecting musicians or event organizers in this context, our adopted City Procurement Policies & Procedures (Sec. 4.2.3) does require it.
- *Was there any economic impact tracking done for this event?* No. Staff contacted the Snohomish County Tourism Bureau on March 4, 2014, to inquire if there is any economic impact formula estimate that may be applied to such an event. As of the date of this writing, we have not received a reply.
- *Invite musician Keith Brock to speak to Council.* Keith Brock will present on March 11, 2014, his views of how the 2013 Monroe MusicFest went, 'lessons learned' and any ideas he may have for future consideration.
- *Invite Doug Hobbs of High Road Promotions and Annique Bennett, Monroe Chamber of Commerce Executive Director, to speak to Council.* Both Doug Hobbs and Annique Bennett have been invited to either speak on March 11, 2014, if their schedules allow; or present written letters to the Council on their views of how the 2013 Monroe MusicFest went, 'lessons learned' and any ideas they may have for future consideration.

After tonight's information, Staff will pull together all of the 'lessons learned' from the event and any other information requested; and look forward to this item coming back to the City Council for discussion and direction on March 18, 2014.

For your background, please find attached:

- (1) AB14-032 Monroe MusicFest
- (2) Letter from Doug Hobbs, President, High Road Promotions
- (3) Letter from Annique Bennett, Monroe Chamber of Commerce
- (4) Business Plan from Annique Bennett



## MONROE CITY COUNCIL

### *Agenda Bill No. 14-032*

<b>TITLE:</b>	<i>Monroe MusicFest (Discussion)</i>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
02/18/2014	Parks Dept.	Mike Farrell	Gene Brazel	<b>New Business #3</b>

**Discussion:** 02/18/2014  
**Public Hearing – Plan. Com.:** N/A  
**Public Hearing – Council:** N/A  
**First Reading:** N/A

**Attachments:**

1. February 12, 2013, City Council Minutes
2. 2013 Monroe MusicFest Revenues and Expenditures

#### **DESCRIPTION/BACKGROUND**

On February 12, 2013, the City Council authorized budgetary authority up to \$40,000 from the City Contingency Fund, to support the creation of the 2013 Monroe MusicFest, with a goal of offsetting the expenditure with revenues generated by the event through sponsorships and admissions. A partnering committee of City staff, local musician Keith Brock, the Monroe Chamber of Commerce and High Road Productions planned the event, held September 7, 2013.

A tremendous amount of time and effort was spent by members of the committee and many other supporters to market the event, attract sponsors, achieve in-kind contributions and organize the set-up and operations of the event. The event attracted an estimated crowd of 600-700 people, with 467 tickets sold. Expenditures exceeded revenues by approximately \$36,000. While the event was an incredible production, and numerous measures were undertaken throughout the planning process to reduce costs, the scale of an outdoor event such as Monroe MusicFest requires a substantial budget commitment, with no guarantee of expected revenues. By comparison, it was learned that the neighboring 2013 Evergreen State Fair's headline band concert (REO Speedwagon) attracted a crowd of 700.

Outdoor music concerts in Monroe have been demonstrated to be desired and supported by our community, as was evidenced last year by the attendance at Monroe MusicFest, and the other four free music concerts at Lake Tye Park provided by the Snohomish Artist Guild with the help of local sponsors. City Staff has confirmed with the Snohomish Artist Guild that they are returning this year with four more free outdoor music concerts at Lake Tye Park on Thursday evenings in July and August 2014. Based upon the 2013 Monroe MusicFest event, a minimum budget of \$65,000 should be established to support a future Monroe MusicFest event.

#### **IMPACT – BUDGET**

N/A.

#### **TIME CONSTRAINTS**

If scheduled for an early Saturday in September, like last year, planning and participation commitments need to be established as quickly as possible, including preparing a Request for Proposals from music event producers.

**REQUESTED ACTION**

Discussion and provision of direction to Staff and the Mayor regarding next steps.

**ALTERNATIVES TO REQUESTED ACTION**

N/A.



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March 4, 2014

To: The Mayor and City Council

From: Doug Hobbs

Re: Monroe Music Fest

Here is an overview, and perspective on Monroe Music Festival from my point of view. I hope the post event analysis is constructive, with the knowledge that all parties who co-produced this event gave their best effort in the spirit of collaboration. As you know, High Road Promotions assisted with planning and event logistics as a Pro Bono project. We provided staffing and equipment the night of the event, and enlisted our contacts to promote this event. MMF was marketed at the Fairgrounds and Speedway most of the summer; we designed a marketing proposal and invested time presenting it, trying to raise sponsorship dollars for this first year event. Sponsors want a Return on Investment for their marketing dollars. I am speaking from experience when I tell you promoting any event in today's economy, especially an unproven first time event is challenging to say the least.

My company has spent the last 3 years re-building an entertainment venue right here in Monroe. With that experience, I feel that I am qualified to project attendance for an event in our city. I also have experience working multiple Olympic Games, Goodwill Games, NASCAR events, Seafair etc. In the early planning stages, I was forecasting 500-600 people for a first time event in a brand new music venue. I felt the 5,000 person projection was unrealistic, considering the fact that the One Republic concert at the Fairgrounds sold just over 2,500 tickets. The fair dedicates over \$80,000 of their budget to promote their concerts on radio and television. Monroe Music Fest invested in a website and printed materials, neither of which reached the masses necessary to hit those kinds of numbers.

Concerts in today's market place are not guaranteed money makers. Even with top named performers backed with substantial radio and TV marketing budgets. Just ask our friends at the Fairgrounds who produce 5 concerts each year. Venue competition in our area is fierce. Tulalip Outdoor, Ste. Michelle, White River, Key Arena, Comcast Arena, Marymoor Park have superior amenities and history on their side. If you were to ask nearly every music promoter today, they would tell you that casinos have driven up concert production costs for all other venues. Casinos don't rely on ticket sales to be profitable.

When the City Council voted to spend the money on this event, I told Jeff Sax, Mayor Zimmerman and Annique Bennett from the Chamber, that I did not believe this event would be self-liquidating, or profitable as suggested by some. The goal as I understood it was to raise sponsor dollars, sell



## **EVERGREEN SPEEDWAY**

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merchandise, beer and food to reduce potential losses. As it turned out, we were hard pressed to find food vendors who would invest in a temporary health permit, staffing and logistics to service 500 people. They struggled to break even.

For the record, High Road Promotions received ZERO dollars of revenue from any food or beverage sale. We donated our time to be of service to the City and the Chamber. Clearview Spirits seemed to do well in the beer garden and made a \$500.00 donation to the Monroe Chamber of Commerce. Chamber board members and office staff invested a tremendous amount of time in planning and promoting this event for the \$500 they received.

Here's the good news. As far as the event setup, logistics, stage, sound, entertainment and attention to detail, the event itself was well managed. Your staff did an excellent job! The music was amazing, and the crowd who attended became fans of the event. Keith assembled a powerful line up, and did a great job entertaining.

We are catering the Evergreen State Fair's annual kick-off dinner on March 11th, and will most likely miss the City Council Meeting. I am however available to speak with any Council members by phone or in person.

If the City considers producing this event in the future, I can tell you from experience that September is an iffy month for the weather. Plus, we've found that attendance has a steep drop off once school starts and after families have spent their entertainment dollars at the Fair. July or August are much safer for building a new event.

Another thought for future events, maybe as an alternative to the park, would be the Fairgrounds. I bring this up only because it has covered seating, ample parking, and a proven infrastructure to handle crowds of 10,000 plus people. Even though it is on County property, we have tried very hard to bring the City and County together!

We appreciate all of the support given to High Road Promotions over the past three seasons.

Thank you,

A handwritten signature in black ink that reads "Doug Hobbs". The signature is written in a cursive, flowing style.

Doug Hobbs  
President  
High Road Promotions

City of Monroe  
March 4, 2014  
Re: Lessons learned from MusicFest 2013

Dear Council and Mayor;

While the Chamber cherishes its ability to be a service-oriented partner with the City of Monroe, and applauds the quality work done by the City in producing the 2013 MusicFest, the Chamber has very serious concerns about the lack of an event business plan with budget that includes marketing, city staff time and resources for a 2014 MusicFest. Our concerns are based on our experience and lessons learned from our involvement in the committee that produced the 2013 event.

### **Background:**

In early 2013 the Chamber was asked by the City economic development manager to be on the committee to plan a large concert the City wanted to do. Various locations and logistics were discussed, but we were approached later by city staff later with a concept that the event could be a fundraiser for a band-shell at Lake Tye. The initial idea was to hold a ticketed concert at the Evergreen Speedway with the help of Doug Hobbs owner of Highroad Promotions for the Lake Tye improvement.

The Chamber reached out to Highroad Promotions to connect him with the City. Highroad is an anchor partner of the Chamber and wanted to help. Ultimately the City decided to do the event at Lake Tye to make use of a newly discovered event partnership with local musician Keith Brock. Plans evolved and the Chamber was excited to be included in the event. Our role was to assist with the beer and wine garden; and provide in-kind promotions and recruit smaller sponsors for the event.

Keith Brock presented his vision to City Council early in 2013. His vision was to feature himself as the headliner supported by a group of world-class performers he dubbed the LA All Stars. The theme for the event Keith chose was "Dare to Dream" based on his life story and the inspiration he found as a young person from the Monroe community. The general objectives for the event were to bring together famous musicians together for an unrehearsed jam session with Tacoma Dome quality light show and sound at Lake Tye in September 2013.

There was great hope initially about sponsorships. It was believed the caliber of performers alone would draw a lot of people to the show. Keith felt the star-power of the line-up could reasonably draw up to 5,000 people- due in large part to Keith's friend John Popper, of Blues Traveler.

### **Lessons Learned**

Unfortunately, early on in the planning process mutual concerns were identified. The Chamber and Highroad called a meeting with the City to address what we saw as major issues. First, John Popper's performance wasn't a sure thing. None of the performers were under contract in the early stages of promotions. Articulating the "Dare to Dream" message was not easily understood by most people not familiar with Keith Brock. The message had to do with music, but only secondarily, and it confused people.

Next, no target market could be identified because the musical genera wasn't clear. Was it Blues? Was it Jazz? Was it a Rock concert? The performers were not guaranteed. Lastly, and

most importantly, there was no real money for marketing included in the budget. Up to \$50K was slated for infrastructure and performer fees. It didn't include city staff time or resources. Now in 2014, it is difficult to know what those costs actually were.

After identifying concerns about the event, the committee suggested to Keith that we expand the event to be a day-long festival, and perhaps add the Latino performers community into the performance mix to get more attendees and sponsors. The committee was told these changes or modifications were not reasonable due to the unsafe environment created by the complex two-day set up period of the light and sound system. It was not possible he explained to have the public in the area until right before the concert. It is unclear if there is any difference in the what's planned for 2014.

The harshest lesson learned from MusicFest 2013 was about marketing. Marketing efforts were limited to the creation of the MusicFest website; an ad placed in a Blues magazine, post cards mailed in the city water bill. The Chamber provided in-kind promotions and services through its organization and on the ChooseMonroe.com website – certainly not enough to support an event of this scope. Highroad Promotions did extensive work at the Speedway and working with their high-level relationships, but there was no budget for radio or TV or even online advertising to generate enough awareness about the event to get the attention of sponsors or audience.

Chamber in-kind promotions included: Event listings and major hero shot of John Popper with the date and location of the event receiving 13,964 unique views on home page of ChooseMonroe.com. Organizational promotion of MusicFest generated an estimated 4,000 impressions over two months via our weekly newsletter and social media. The Chamber distributed hundreds of MusicFest flyers to local hotels, restaurants and gave special reports to the Snohomish County Lodging Association at monthly meetings. We also gave regular shout outs at luncheons, afterhours events and at Parade. We also inserted MusicFest flyers into over 500 of Summer event bags.

### **The Event**

The 2013 MusicFest event itself was amazing. Performances by Keith Brock, John Popper and the LA All Stars were indeed world-class. The musicians put their hearts and souls into the performance and played extra late into the evening. The location was beautiful by Lake Tye. The sound and lights were unlike anything most people had seen before. The weather held out. The service and coordination provided by the City of Monroe was flawless. It was hands-down a truly memorable experience.

### **Who Came**

Over 500 people came, but the final hoped for numbers were between 1,500 to 2,000. We polled folks coming into the beer and wine garden and they were mostly local from Monroe and Lake Stevens. Many said they'd heard about the event from friends and neighbors. The average age we estimated of attendees was between 30-40 years old. There were many retirees. There were about as many women as there were men at the event.

### **Beer and Wine Garden**

The Chamber acted as the non-profit sponsor of the beer and wine garden. We contacted with Clearview Spirits and Wines of Monroe for product and service. They did a great job working with us, providing good product at a good price point. The Chamber provided the heavy lifting for the garden including bringing tables and chairs, area set up and tear-down, decoration, lighting and provided four staff checking ID. The audience enjoyed the event and it was incident

free. The Chamber was pleased to receive \$500 from Clearview Spirits and Wines, the full 100 percent of the profits of their sales *after all costs were covered by Clearview per the State law.*

### **Moving forward**

The 2013 event plan spent \$50K and lost \$38K. These expenses went toward infrastructure primarily including lighting, sound, security, fencing, facilities, performer fees etc...The 2014 proposed number of \$65K is presented to cover these same costs, and again doesn't include marketing or staff support costs.

As outlined in the lessons learned, the 2013 event was a first time adventure. We were glad to be part of it but the experience was frustrating and ultimately predictable. There was very little flexibility vision - regardless of concerns shared. While we applaud the interest of cultural pursuits in Monroe, watching another MusicFest play without proper planning isn't something we support.

We urge the City to require a formal event business plan in place before considering another MusicFest. There are significant costs associated with creating such a plan, and a lot of time required. In addition to the proposed \$65K for infrastructure our experience working on this event suggests another \$25K minimum investment required for marketing; another estimated \$12K to cover city staff time (this will be needed with or without a professional crew); and another \$10K to cover the fees of promoter. A more accurate number for the City to consider could easily exceed \$100K.

### **In Summary**

While it might be understandable that there was not time to get a plan in place in 2013, consideration and planning for an event of this scope shouldn't start in March of 2014. It certainly shouldn't start again by budgeting only for performer fees and rentals. If the same last minute planning and vision are to be followed again in 2014, the City can expect to learn the lessons of 2013 all over again.

Annique Bennett, Executive Director  
Monroe Chamber of Commerce

## Event Business Plan Template

An event Business Plan serves to communicate the strategic plan for taking the event forward, usually over a period of three to five years (if it is not a one-off proposition). Every event should have a Business Plan.

Regardless of the scale, age or history of your event, the Business Plan is an essential tool that will:

- Communicate the vision, purpose and benefits of the event to others
- Enable you to focus on the event's potential to develop and grow
- Illustrate and help secure the event's viability and sustainability in the longer term
- Show how much money is needed and what it is needed for
- Help you plan the resources, delivery and operating structure
- Help you raise funding
- Help you measure success

It is recommended that the business plan contain the following:

- An Event Overview including:
  - Vision and Mission Statement
  - Key Outcomes/deliverables
  - The Event
  - Target Market
  - Stakeholder involvement and benefits
  - Delivery mechanism
- Development Plan including
  - Strategic Development
  - SWOT Analysis
- Financial Plan and Considerations
  - Income and Expenditure projections
  - Economic Impact Estimation

Key areas to be addressed in an event business plan include:

- **The event's vision and mission – i.e. what the event ultimately aims to achieve relative to the investment**
- Who the key stakeholders are, what benefits they will accrue and how the event fits with their strategies
- The relevant experience and track record of the organisers
- The event's background and an overview of plans for the current year
- The SWOT analysis (identify strengths, weaknesses, opportunities and threats)
- Key objectives and achievement strategy for the current year
- A development plan – how key aims and objectives will be realised going forward (beyond the current year)

- Marketing and communications planning
- Event requirements – staffing structure, facilities, services, venues, etc
- How much the event will cost – budget projections over 3–5 year period (including marketing to appropriate targets – local, regional, national)
- How will it will be paid for – identifying income streams
- Management and business controls
- Risk management and contingency plans
- Future considerations

# **Sample Event Business Plan**

**Contents Page**

**Executive Summary**

1. **Background & History**
  - Event Management/Experience
  - Event History
  
2. **Event Overview**
  - Vision and Mission
  - Key Outcomes/deliverables
  - The Event
  - Target Market
  - Stakeholder involvement and benefits
  - Delivery mechanism
  
3. **Development Plan - Going Forward**
  - Strategic Development
  - SWOT analysis
  
4. **Event Requirements**
  - Facilities
  - Services
  - Production
  - Legal & insurance
  
5. **Marketing and Communications Plan**
  
6. **Financial Plan & Considerations**
  - Income and Expenditure Projections
  - Economic Impact Estimation
  
7. **Management and Business Controls**
  - Event Action Plan Template
  - The Business
  - Monitoring and Evaluation of outcomes
  - Risk factors
  
8. **Appendices**

## **Executive Summary**

The executive summary should be concise and should contain an overview of the following:

- What the event is
- The event's vision & mission
- Its objectives
- When and where it will take place
- Why the event has been developed
- Who the event aims to attract (the market)
- What the key benefits of hosting the event are – to the community, sector, stakeholders, etc
- Who developed the event and Business Plan
- Statement as to the estimated event income and expenditure
- Business Plan review (i.e. plans for monitoring and updates)
- What the main sections of the Business Plan are

## **1. Background & History**

This section should include information on:

**Event Management/Experience** – outline who you are and what your relevant experience and track record is

**Event History** – is this the events first year; where did the idea come from; have there been similar events; has it previously been staged elsewhere; what kind of event is it; who does it attract?

## **2. Event Overview – Current Year**

This section should set out plans for the 'live' event year:

**Vision** - A short statement that describes, in broad terms, the event's long term aim

**Mission** - A more detailed statement which provides detail on how the vision will be delivered:

**Key Outcomes/deliverables – Targets/Objectives** - This is an opportunity to define and communicate the objectives and deliverables of the event. These should help to deliver the vision and mission. Set timescales and identify who each action will be led by (i.e. which organisation/individual). They need to be clearly set out and should follow the SMART principle: **Specific, Measurable, Achievable, Relevant and Time-Based**:

**The Event** – describe the event and its various elements in more detail. Give an overview of the intended event content/programme and any new developments

**Target Market** – give an outline of the existing audience/spectator/participant profile (if there is one) and state targets for growth and development (you should go into more detail in section 5)

**Stakeholder Involvement and Benefits** – describe the involvement and benefits each stakeholder should expect (event partners, public funders, sponsors, supporters, host venue/city, the local community, etc). Make sure you state where the event and stakeholder strategies align

**Delivery Mechanism** -

### **3. Development Plan – Going Forward**

This section should present an outline of how the event will develop over the next 3–5 years:

**Strategic Development** – with your vision and mission in mind, outline your key objectives and how they will be delivered and developed beyond the current year; set timescales and identify who will lead each action (i.e. organisation/individual)

**SWOT analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <i>Unique event in calendar</i></li> <li>• <i>Point 2</i></li> <li>• <i>Point 3</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Potential for weather to affect programme</i></li> <li>• <i>Point 2</i></li> <li>• <i>Point 3</i></li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <i>To grow into new markets and invite in different age groups</i></li> <li>• <i>Point 2</i></li> <li>• <i>Point 3</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Clashes with other events taking place in the local area</i></li> <li>• <i>Point 2</i></li> <li>• <i>Point 3</i></li> </ul>

**4. Event Requirements**

This section should outline what is required on an operational level to deliver the event:

**Facilities** – what facilities are required in terms of public utilities, accommodation (on and off site), catering, communication, other technology (such as timing equipment for sporting events), etc

**Services** – what services will be required and who will provide them: medical, police, child protection, fire, traffic management, health & safety, security, media, etc

**Production** – detail the production equipment required such as power, fencing, staging, sound, lighting, vision, heavy plant, etc

**Legal & Insurance** – consider the implications of contractual arrangements and the necessary insurance required to cover all aspects of the event

## **5. Marketing & Communications Plan**

Details an effective marketing and communications plan and outlines target markets.

## **6. Financial Plan & Considerations**

This section is crucial. You need to show that the event is financially viable and achievable.

EventScotland recommend that you utilise the 'Annual Budget Template' below. If this is not possible, we recommend that you include, at a minimum, the following:

**Income and Expenditure Projections** – present detailed event budgets and cash flow projections for the period of the plan

**Economic Impact Estimation** – the additional income that holding the event will bring to your area/economy

**ANNUAL BUDGET TEMPLATE**

	Total Budget Value	Total Budget Value	Total Budget Value	Notes
<b>INCOME</b>				
· City funding				
·				
· Other Grants/Public Funding				
· Amount requested from				
· Trusts/Foundations				
· Sponsorship				
· Ticket Sales				
· Merchandising				
· Other Income				
<b>Total Income</b>				
<b>EXPENDITURE</b>	Total Budget Value	Total Budget Value	Total Budget Value	Notes
<b>Administration</b>				
· General Administration				
· General Insurance				
· Travel & Accommodation				
· Staff Salaries & Fees				
· Management Fees				
· Other Administration Expenses				
<b>Subtotal Administration</b>				
<b>Event Costs</b>	Total Budget Value	Total Budget Value	Total Budget Value	Notes
· Event Evaluation/Bid Costs				
· Facility/Venue Costs				
· Other Production Costs (Plant, Equip. Hire, Crew,				

Security)				
· Health & Safety				
· Event Insurance				
· Ceremonies				
· Entertainment/Artistic Program (fees and costs)				
· Hospitality				
· Cost of Merchandising				
· Travel, Accommodation & Services				
· Communication (Radios etc)				
· Other Event Expenses				
<b>Subtotal Event Costs</b>				
<b>Marketing and Promotion Expenses</b>	<b>Total Budget Value</b>	<b>Total Budget Value</b>	<b>Total Budget Value</b>	<b>Notes</b>
· Advertising				
· Design Fees & Print Production				
· Direct Mail/Distribution/Display				
· Internet				
· Promotions				
· Market Research				
· Ticket Production				
· Other Marketing & Promotions Expenses				
<b>Subtotal Marketing and Promotion</b>				

	<b>Total Budget Value</b>	<b>Total Budget Value</b>	<b>Total Budget Value</b>
<b>TOTAL EXPENDITURE</b>			
<b>CONTINGENCY (10% OF TOTAL EXPENSES)</b>			
<b>TOTAL EXPENSES + CONTINGENCY</b>			
<b>SURPLUS / DEFICIT</b>			

## **7. Management & Business Controls**

In this section you need to show that you are set up to manage the event appropriately

**Event Action Plan - (See overleaf)**

**Event Action Plan** – set out a clear timetable covering all aspects of event delivery

<b>Event Action Plan Template</b>															
Event Name:															
Date of Event:				Plan updated on:				Version:							
Activity	Responsibility (Insert Name)	J	F	M	A	M	J	J	A	S	O	N	D	J	Status
<b>Update Business plan</b>		█												█	
<b>Steering Meetings</b>		█		█		█		█		█	█	█	█		
<b>Marketing</b>					█	█	█	█	█	█	█	█	█		
Agree Objectives		█													
Engage Designer						█									
Designs Approved								█							
Print Ready									█						
Etc															
<b>Press</b>						█	█	█	█	█	█	█	█		
Engage press Officer						█									
Agree Milestones						█									
Long Lead research							█								
Launch										█					
Features Placed											█	█	█		
On site Photo-op													█		
Etc															

<b>Fundraising</b>															
List and Insert milestones															
<b>Programming</b>															
List and Insert milestones															
<b>Production</b>															
List and Insert milestones															
<b>Licensing and Legal</b>															
List and Insert milestones															
<b>Monitoring and Research</b>															
List and Insert milestones															
<b>On Site</b>															
List and Insert milestones															
<b>Live Event</b>															
List and Insert milestones															
<b>Take Down/De-rig</b>															
List and Insert milestones															
<b>Reporting</b>															

**The Business** – describe how you will keep track of the business; describe the management and administration systems that will ensure the smooth running of the event

**Other Records** – explain the other systems you will put in place to monitor progress of each operation, when will you do it, who will do it, etc

**Monitoring and Evaluation of Outcomes** - how will you measure objectives and outcomes against levels of achievement (marketing, budget, etc) and how will you provide reports?

**Risk Factors** – identify key risk factors (e.g. with respect to your objectives, programme, finances, operations, reputation, legal, audience, health & safety, etc). Show how you will manage and mitigate risks and provide an initial risk assessment

## **9. Appendices**

These may include appropriate documents such as

- Additional financial information
- A site/venue map
- Previous research and economic impact information
- Equal opportunities policy
- Health and safety policy
- Ethical practices
- Code of practice/staff briefing document