



Crisis Director, Heloise Hedlund

Chair, Divia Kallattil

Introduction



Spanning the middle two weekends of April, the 2019 Coachella Valley Music and Arts Festival is set to occur Friday, April 12th through Sunday, April 14th as well as the following Friday, April 19th through Saturday, April 20th. This event, spanning two weeks in the middle of April, sold over 199,000 tickets last year, and is expected to sell an estimated 210,000 for the upcoming festival this spring. Analysts predict an astounding 165 artists will be performing at Coachella 2019, a record-breaking number if achieved.

As the number of Coachella performers and attendees has climbed over the years, ticket prices have risen considerably. As of last year, general admission tickets were priced at \$429 for each weekend, while VIP tickets started at \$929 for each weekend. Though \$429 and \$929 are expected to be the baseline costs for general admission tickets and VIP tickets respectively, there is still the possibility for unexpected changes in ticket pricing. The increase in demand for Coachella --demonstrated by both rising customer numbers and higher pricing-- has had an economic impact of approximately \$700 million in the surrounding region, a six percent increase from the previous year.

Coachella created 3000 temporary jobs and brought about \$254 million into the

Indio, California economy in 2012. Local businesses reap a lot of the benefits, seeing a profit increase of between 20-30% during the three weeks before and during the festival. Coachella was the most profitable of US music festivals in 2013 and pulled in \$47.3 M in total revenue, compared to Lollapalooza's \$22.5 M and Bonnaroo's \$30 M. It was estimated to have about a \$700 million impact in economic activity, which includes spending by consumers and businesses. Of the approximately \$700 million, \$400 million came from spending in the greater Coachella Valley area, \$100 million went into the Indio economy alone, and about \$3 million was seen in tax revenue for Indio generated by ticket sales. This \$3 million in tax revenue accounted for 5% of the city's general fund that year.

<https://www.youtube.com/watch?v=MOwhkVpwKn4>

Background of AEG and Goldenvoice

Anschutz Entertainment Group, or AEG, is an American sporting and music entertainment presenter and subsidiary of The Anschutz Corporation. The Anschutz Corporation is the world's largest owner of sports teams and sporting events, its next closest rival being Live Nation--another entertainment group. AEG owns a number of venues, sports teams, and entertainment projects, including Manchester Arena in England and a number of sports teams. AEG is the owner of Goldenvoice and subsequently Coachella.

Goldenvoice Origins

Goldenvoice, a music promoter company, was started in Southern California by Gary Tovar. As one may have guessed, the name comes from a type of marijuana that "when smoked, is said to feel like angels are speaking." Founder Gary Tovar funded the company using money he had earned by dealing marijuana; this money allowed the company to function -- though for years, the company was not lucrative. Tovar initially lost millions in the first few years of the company due to his choice of bands: considering himself "ahead of the fans," he chose up-and-coming groups who were unknown at the time. Tovar eventually went to jail for possession and intent to sell marijuana, but before doing so, signed over the company to Rick Van Santen and Paul Tollett, who became

founder, producer, and president of Coachella in 1999. Rick sold Coachella to AEG in 2001, yet still owns 50% of the festival.

Corporate Sponsorship

A collective \$1.34 billion was spent in sponsoring music festivals worldwide in 2014, with some 447 brands playing a role in the 300 music festivals. Coca-Cola, AMB, and PepsiCo are some of the most active sponsors of music festivals with 27% of festival properties reporting a partnership with Coca-Cola.

Coachella's 2018 sponsors can be found in Appendix F. Each sponsor pays in the lower millions for the sponsorship opportunity. While the opportunity is no doubt unrivaled in its exposure, Coachella steers away from making sponsorship as overt as other music festivals which typically name stages after corporate sponsors.

Aside from official corporate sponsors, other brands who act as vendors throughout the festival see a lot of exposure as well. Coachella collaborated with Snapchat and its Snapchat story was viewed by over 40 million people worldwide, almost 200 times the number of people who actually attended the festival. Brands who wish to market at the event do so in a creative number of ways. In the past year, Uber set up a lounge for those who awaited their rides, offering water and phone charging stations to Uber users. Companies such as Heineken and McDonald's sponsored nightclub tents. Corporate sponsors and brands will also partner with YouTube bloggers and social media influencers, which is an effective way of reaching hundreds of thousands of followers who interact with the content throughout the weekend.

Coachella is well-established enough that committee members will not have to scrounge to get partnerships for the event, though the committee should be cautioned that with such a large contract at stake, corporate sponsor relationships must be handled carefully.

Coachella Marketing

The marketing for the festival begins about a year in advance. The public is "drip-fed" rumors of headlining acts about six months before the lineup is revealed in early January. Content is strategically released, increasingly so in the months leading up to the festival. Coachella releases its lineup clues via Spotify playlists, video and photo content, artist Q&A sessions on social media, and some behind-the-scenes or backstage content. Right around the time of the festival, there is a heavy focus on experiential content in which photos and videos are posted on social media. During the festival there is a steady stream of images, videos, and interviews of the music and artists, fashion, and food.

Coachella's marketing is primarily done via social media, including Facebook, Twitter, Snapchat, Instagram, Tumblr, YouTube, and its website. It also advertises on other websites and blogs and via sponsor platforms.

As is evident from its increasing number of attendees, Coachella's marketing efforts have been hugely successful. Coachella saw 250,000 additional followers in 2016 alone with 75% of the increase happening in the month leading up to the festival. Its Instagram received more than 1.6M likes between January and April of 2016. Coachella's YouTube channel, additionally, had more than 4.5M views in the 4 months leading up to the festival, with 4.2M views in the two weeks just before the festival.

Marketing is an extremely important component of the Coachella planning process and affects each of the members of the committee. New and innovative marketing strategies, especially those that incorporate new technologies and platforms, are essential in order to maintain the festival's position as a major trend-setter in the music, fashion, and cultural world.

Booking Artists

Every year, the spread of top tier musical artists that come to Coachella is formidable. Everyone who is anyone in the rock, indie, hip hop, and EDM space relishes the chance to take their career to the next level by performing during this 6-day escapade. In 2014, the Queen B herself performed onstage with Solange, returning to headline again in 2018. In 2017, Kendrick Lamar headlined the festival. The lineups are so popular that even Katy Perry claims she finds a favorite new band each year at Coachella, even though she herself has never played the festival. With this in mind, selecting the lineup for the festival is undoubtedly the most important aspect of planning it.

Evolution of Coachella's Performing Acts by Genre

When Coachella began in 1999, it booked 75 artists to perform and the majority of its acts were electronic and hip hop artists. Then in the 2000s, it started to be dominated by indie and alternative music, with headliners like Bjork and Weezer. More recently, Coachella has worked to find a balance between pop, hip hop, indie, and dance music, while still trying to showcase high quality EDM and rap acts. Interestingly, traditional rock has never been more than 10% of Coachella's lineup in any year.

Today, Coachella is the most influential live music festival in the United States and it draws in over 99,000 people per day (for six days) and, in 2017, showcased 162 acts. LA Weekly believes that Coachella seems to be “moving away from the ‘anything as long as it’s cool’ model that guided its programming over most of its history and more toward a... ‘anything as long as the kids love it’ [model].” A large role of the Planning Committee will be deciding the lineup for Coachella 2019 and booking artists for what rapper G-Eazy calls “the most important festival in the country.” All eyes will be on Coachella.

Typically, public credit for the popular booked artists goes to Paul Tollett, the CEO of Goldenvoice, an LA-based promoter owned by the conglomerate A.E.G. (Anschutz Entertainment Group). Tollett often creates the lineup based on acts booked by Goldenvoice for their 1,800 other shows every year. He has access to the ticketing information for all the AEG shows across the country and uses that information to determine which artists to book and for how much to book them. While Paul will have the ultimate say, the Coachella planning committee will have the ability to nominate musicians for Mr. Tollett’s review, each of whom he will consider in addition to his own nominations.

According to the LA Times, booking fees for most artists at Coachella start at \$15,000; Billboard believed that non-headline acts earned \$500 to \$100,000. According to The New Yorker, the 2017 headlining performances earned about \$3-4 million. It is estimated that the booking process takes about 6 months to complete and the booking process occurs as early as the previous August. Typically, Goldenvoice tries to release the lineup near New Year’s Day so that Coachella can be the first music festival of the year to release its lineup. The lineup for the festival is therefore announced about four months before the festival’s date, which means that artist bookings should be finalized by November so that posters and promotional materials can be created in time for the lineup announcement. Please see Appendix A for artists who attended in 2018 and note that artists who attended in the previous year are unlikely to attend the following year.

Noncompete Clauses

Goldenvoice uses radius clauses when booking artists in order to prevent acts from performing in LA, the Inland Empire, or San Diego for up to three months before and after the festival. Radius clauses are non-compete clauses used in the live music industry, in which a tour promoter requests that booked music artists cannot hold concerts at other locations within a certain radius of the tour location for a set time period both before and

after their scheduled concert. Goldenvoice has occasionally allowed some of Coachella's artists to violate radius clauses when those acts were at events or venues owned by Goldenvoice or by their parent company AEG. Jay-Z, for example, performed at the Staples Center in 2010 when he was also scheduled to perform at Coachella shortly after. Instead of just harping on its radius clauses, Goldenvoice has now attempted to promote some of these events as hype shows leading up to Coachella, calling the events "Localchella."



Radius clauses, however, have been very controversial. Additionally, it is questionable whether Localchella events really do promote Coachella, or if they only decrease the excitement over having certain artists in the Southern California region for a single performance. The Coachella 2019 Planning Committee will have to determine if they want to strictly enforce that radius clauses, or encourage Localchella events for their artists and, if so, what they want those clauses or events to look like.

ART INSTALLMENTS AT COACHELLA

Coachella and Art Installments

Paul Clemente has served as Coachella's art director since 2009 and selects the pieces that will be installed at the festival each year. The goal of these art installments is often to be interactive and, of course, to be well-liked and well-documented throughout the weekends. Formerly, before the festival was as lucrative as it is today, art was recycled from the Burning Man festival and was predominantly rented from 2010-2015. Artists and artist groups are now commissioned to design pieces for the festival each year. In 2013, Clemente considered about 300 art proposals and the number has since increased. The selection process for art installments has recently been changed. Clemente used to cast a wide net and accept about 250 proposals each year, picking about 6 from the pool. He now makes a short list of about 15-16 artists with whom to collaborate.

Once selected, artists spend around 6 months designing and brainstorming the piece and are given access to the festival about 10 days before it begins to assemble their pieces. Many artists must collaborate with a large assembly team of 40-50 people to bring the product to life on the festival grounds. Paul Clemente is suited to this high amount of

pressure within the short construction time span due to his experience in visual effects in the film industry, having worked on projects such as *The Matrix* and *Titanic*. Installments in prior years were more outlandish, having come from festivals such as Burning Man, but have recently moved in a more erudite direction; they aim to balance the challenge of appealing to the masses while emphasizing a focus on “art for adults,” as Clemente puts it, showcasing installments that would more likely be placed in an art museum. Artist guilds that have previously been contracted for Coachella include Poetic Kinetics, Robochrist Industries, Hotshot the Robot, Tesla Coil, Cycleside, and the Do LaB, among others.



<http://www.travelgrom.com/coachella-2016-lineup>

Due to a high reassembly cost, barely half of the installments and pieces appear again outside of Coachella. Some pieces, however, will appear again in museums across the country or travel to other festivals. Others may be salvaged for parts to be used in another installment or to contribute to a new design. The actual material of the installment can range from paper to wood to plastic or metal, though artists must be aware of the tight installment window. There has recently been a push toward using sustainable or compostable materials.



<http://www.desertsun.com/story/news/local/indio/2016/03/22/golden-voice-concerts-coachella-economic-impact/82141410/>

Artist Concerns and Controversy

Artist grievances in the past have centered around the very modest paycheck they receive for their work. While a lot of the musicians have lounged in VIP splendor, artists, who are categorized as vendors, find themselves working in the hot sun without amenities for their crew of workers who help assemble the installments. In early years, artists did not have a camp and were simply put in a parking lot without amenities. Payment did not arrive for 90 days after the event. Coachella management has alleviated these problems by offering artists port-o-potties, showers, and drinking water, with one artist successfully negotiating to get his crew food during the installment process. Before, artists would not see their names on posters or programs where they are now posted. Artists' names were also previously not allowed on installments but are now presented as a small plaque on the piece. Artist-Coachella relations have improved due to increased negotiation for better treatment, but artists are still wary of being taken advantage of by the multi-million-dollar festival.

Food, Drink, and Restaurant Options

Coachella has an incredible number of dining options for a variety of palettes. As there are hundreds of restaurants, bars, and food vendors who vie for a spot at the festival, the selection process for attending businesses is quite competitive. The Coachella festival experience is carefully curated and tailored toward a specific demographic and even the restaurants, bars, and other vendors must fit the aesthetic of the event. See



Appendices B, C, D, and E for a list of food and drink options from the previous year. Committee members are advised to skim the lists to get an idea of the type of food and drink options traditionally provided at the festival, though they are encouraged to think outside the box in terms of new, options to provide at the event.

<http://www.dailymail.co.uk/femail/food/article-4430286/Ice-cream-fries-mac-cheese-Amazing-Coachella-food.html>

Vendors

In addition to food and drink options, Coachella offers festival-goers plenty of entertainment and shopping options and services. Past vendors have included clothing

options such as an H&M tent, t-shirt and screen printing shop, boutiques, and vintage merchandise booths. Aside from clothing vendors, Coachella vendors have offered beauty and barber shop services, dodgeball and pie-eating contests, laundry services, postal service, and an opportunity to play with virtual reality or video technology. While this is not a large part of the festival experience, it certainly adds to the overall excitement and marketability of the festival.



<http://amp.cbslocal.com/2016/04/04/coachella-food-lineup/>

2019 Logistics

Ever since its inauguration in 1999, the Coachella Valley Music and Arts Festival has taken place at the Empire Polo Club in Indio, California. Considered one of the finest outdoor facilities and polo grounds, this area spans over 600 acres of flat grasslands. Because this festival takes place in the Colorado Desert during the month of April, temperatures range from around 45 °F to mid 100 °F, though historically temperatures have been between the high 60s °F to high 90s °F. Precipitation is expected to amount to around half an inch during this month. While this weather pattern keeps Coachella significantly less muddy than many other festivals, the higher temperatures can present

unique challenges, with heat stroke and dehydration being two common issues faced by employees and participants alike. Delegates should make sure services and protocols are established to avoid any serious medical problems and negative press that can arise from these issues.

2019 FESTIVAL MAPS

Even with increased demand, the Coachella Valley Music and Arts Festival campgrounds have proven more than capable of accommodating their consumers. While adding more tents and venues to satisfy their crowds, Coachella has stayed consistent in its venue names and static locations. The fantastical stage names themselves are unique to Coachella, as the festival generally rejects commercially sponsored stages. As a result of its commercial independence, the Coachella festival layout has remained consistent to its original form throughout the years. Below is the new and complete list of current stages; though each venue is generally categorized, it must be noted that these generalizations are only just that and have rarely remained in one consistent genre or category for even a day.

Coachella Stage - The crowning jewel of the festival, this stage is generally reserved for headliners and big names who are most likely to attract large crowds.

Outdoor Theater - Enormous and impressive, the second largest venue caters to both hip-hop and rock, housing bands who may draw in larger groups, though don't have the significant headliner status associated with the Coachella Stage.

Gobi Tent - This tent is one of the smallest venues of the festival, and as a result has a historical trend of housing some of the more obscure indie-rock artists of Coachella.

Mojave Tent - Slightly larger than Gobi, the Mojave can sometimes be considered more of an indie-rock tent, yet seems to house the slightly bigger names out of the two. Mojave has not been limited to specific genres, and has been known to cater to almost all sorts of artists.

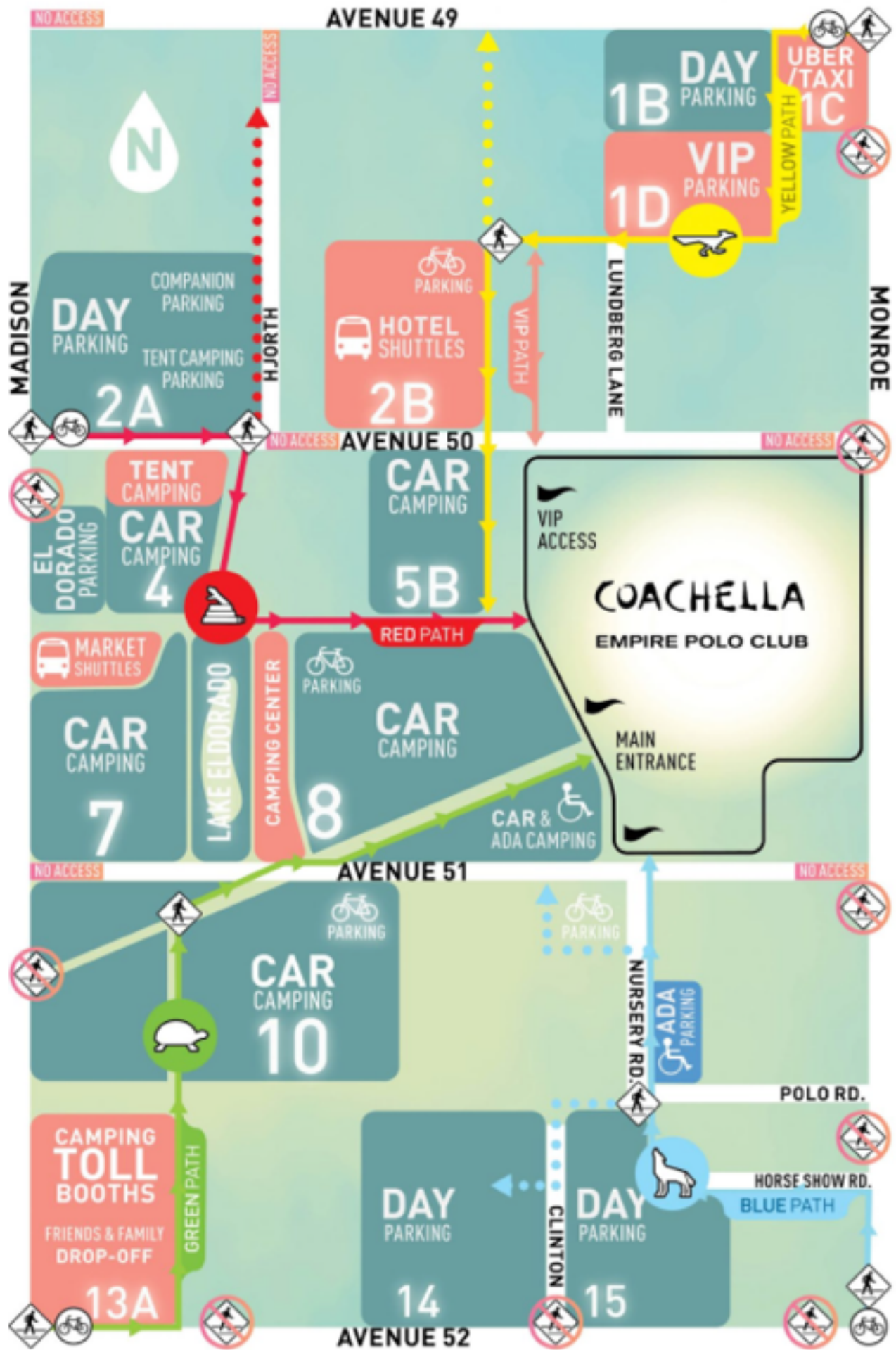
Sahara Tent - This venue is the largest tent at Coachella; it is

characterized by its night club-esque lighting and flashing lights. As a result, this venue has historically housed mostly DJs and electronic bands, earning it the reputation for showcasing mostly Dance music.

Yuma Stage, Sonora Stage, and The Do LaB - Unlike the previously listed areas, these three venues historically have lacked consistency, bringing in all sorts of artists onto their stages.

Below are four maps, each demonstrating the festival layout and the distribution of camping grounds, parking and venues.





2019 WHERE TO STAY

From general admission tent camping to exclusive hotel suites, Coachella provides its patrons with a wide variety of housing options. Hotel Travel Packages, both managed and sold exclusively through Valley Music Travel, provide accommodation, festival passes, and transportation for a minimal starting price of \$3000. Conversely, hotel rooms in the surrounding area are managed by the hotel accommodation company Curadora, and begin with a baseline price of \$500 per weekend. AirBnB and off-site camping are additional off-grounds options for thrifty customers, though Coachella does not concern itself with the management or advertisement of them. Starting in 2003 however, Coachella began providing festival goers the opportunity to camp at festival grounds. Festival camping options are organized according to their general price range and associated benefits.



<http://camptrend.com/music-fest/coachella>

Safari Tents - Fully furnished, located in the festival away from other on-site camping, this housing package provides customers with backstage access, running utilities and electricity, breakfast and night snacks, private parking, and hired security among other benefits. Sold through Valley Music Travel, prices begin at \$8,800 for two people with an added \$2,000 for each additional guest.

Lake Eldorado - Located around Lake Eldorado, this campsite provides either a two-person teepee or a four-person tent, both with assorted cots, the respective bedding to keep, camping supplies, a designated overnight parking space in an adjacent lot, running water and toilets and a prime location.

Two-person teepee: Costing \$2500, this provides the two person teepee option and two General Admission festival passes.

Two-person teepee VIP: Costing \$3685, this presents the two person teepee option and as well as two VIP festival passes.

Four-person tent: Costing \$3416 for a four person tent, this option includes as well as the four General Admission festival passes.

Four-person tent VIP:L Costing \$5685, this supplies a four person tent with the respective four VIP festival tickets.

<http://camptrend.com/music-fest/coachella>



Car Camping - Priced at \$120, this provides customers with a 10 x 30 car camping spot. This pass is only valid with the purchase of a festival pass, and can only be used with said festival pass. Additional benefits include three free shower locations, charging stations, portable toilets, water stations, and an assortment of surrounding stores.

Tent Camping - Priced at \$120, this presents customers with 10 x 15 tent camping spot, as well as an adjacent car pass. This Tent Camping pass is only valid with the purchase of a festival pass, and can only be used with said festival pass. Additional benefits include three free shower locations, charging stations, portable toilets, water stations, and an assortment of surrounding stores.

Traditionally, all on-site camping opens Thursday at 9:00a and closes Monday at 9:00a each weekend. Early arrival is highly recommended. Cars checking in for Car Camping, Tent Camping, and Lake Eldorado can do so check in Thursday from 9:00a to 2:00a, as well as Friday through Sunday from 9:00a to 8.00p*. Pedestrian check in is available all 24 hours. Coachella Festival Camping requires each camper to be at least 18 years of age with valid ID, or be accompanied by a legal parent or guardian. Campers are allowed to bring their own food and beverages, though it is strongly reminded that glassware is prohibited on the campsite. Other items banned from the grounds and campsites include fireworks, weapons, knives, solar panels, extra car batteries, animals, open flames, motorized scooters, drones, water toys, compressed air or balloons, slip-and-slides, metal tent stakes, or other similar dangerous objects. Noise curfew is normally set at 1:30a.

*This is subject to change.

2019 PARKING

General parking guidelines include free day parking, which is limited to 9:00a through 2:00a on show days. Any cars remaining after 2:00a will be towed, as there is

logistically no overnight parking other than in the Camping Companion Parking. As a result, festival goers are encouraged to practise smart parking choices during the festival. The Carpoolchella is a popular program helping address parking issues, and works as an incentive-based strategy to reduce the number of cars parked on the festival grounds. Additional parking lot location information can be found on the Coachella Festival map or mobile app; additional directions to all parking lots will be provided in the corresponding Coachella website tab. Finally, all parking lots adhere to the 2:00a to 10:00a lockdown hours, ensuring maximum security.

Camping Companion Parking - Priced at \$60 per nightly parking, this pass is only sold in conjunction with a camping spot ticket, allowing for an additional car to be associated with a designated camping plot. Because of its limited availability, it is only available after purchasing a Car or Tent Camping pass, and provides parking locations adjacent to the camping grounds. Additionally, this pass is limited to one ticket per order, while supplies last. There is no other overnight parking at the festival, and camping is strictly prohibited in this lot.

VIP Parking - Priced at \$150, this parking pass is sold separately of the festival camping passes, and is adjacent to the festival grounds. VIP Festival passes are required in order to use the VIP parking lot. It is important to note that this lot is only open on festival days from 9:00a to 2:00a, with no overnight parking or camping permitted.

Motorcycle Parking - Located in Lot 12B*, this zone is reserved for motorcycle and mopeds.

ADA Accessibility Parking - Located in Lot 11B*, this zone is reserved for individuals with mobility disabilities, allowing easier access to the festival. In order to qualify for ADA parking, individuals must have valid handicap placards, permits or passes.

*This is subject to change.

Carpoolchella - To help preserve the environment and cut down on traffic, carpooling is strongly encourage. Carpoolchella is a popular program started in 2007 in a partnership with Global Inheritance. This opportunity provides prize incentives ranging from VIP passes to Coachella for Life, to food vouchers and Ferris Wheel vouchers. Previous Carpoolchellas required a simple 8.5 x11 paper with “Carpoolchella” placed visibly on the car; the 2017 Carpoolchella, however, struggled with cases of fraudulent participation. This complicated the selection process, and result in complaints from both impatient participants and carpoolers concerned with the validity of the process.

Shuttle Pass - Costing only \$75, the shuttle pass provides service for all three days of the festival with any Coachella shuttle, without needing to change shuttle stops or shuttle pass.

LAX Airport Shuttle Pass - Costing \$70, this pass provides customers with a single ride between LAX and any of the festival campgrounds. A return pass would have to be bought separately.

2019 SECURITY

This year’s festival is, once again, planning to work in conjunction with state and city law enforcement in order to deliver the safest festival environment possible. Overseen by the Head of Security Department, the festival safety units have previously included police departments from surrounding cities, the sheriff’s department, the California Highway Patrol, the California Department of Forestry and Fire Protection, and the California Department of Alcoholic Beverage Control. Past Coachella policy requires all vehicles to be thoroughly searched upon entering the site, as well as searched again in the case of re-entry. This policy extends to all attendees, requiring a search upon entry. Lockdown hours have historically been enforced for festival parking lots, adjacent parking lots, and the peripheries of camping grounds. These hours are enforced between the time of 2:00a and 10:00a. Camping grounds also follow a 1:30a noise curfew.

As mentioned above, an assortment of objects is strictly prohibited from festival grounds, and security officers are required to confiscate any banned items. Items prohibited on the campsite include glassware, fireworks, weapons, knives, solar panels, extra car batteries, animals, open flame, motorized scooters, drones, water toys, compressed air or balloons, slip-and-slides, metal tent stakes, or other similar dangerous objects.



<https://www.pinterest.com/pin/154811305919538217/>

2019 SUSTAINABILITY

Along with providing customers a unique and intense festival experience, the Coachella Valley Music and Arts Festival is committed to increasing environmental sustainability, and actively encourages efforts and programs that work towards global betterment. Coachella additionally maintains a close partnership with the Global Inheritance, a company responsible for connecting music, movies, gaming and art to sustainable and environmental action. Founded in 2002, Global Inheritance has worked with Coachella since then, launching projects and hiring volunteers for increased

community involvement. Some of the programs promoted during previous festivals by Coachella x Global Inheritance include the following:

Carpoolchella - Incentivizes carpooling with a series of prizes for the most innovative Carpoolchella designs.

Energy Playground - Playground activities -such as see-saws- provide clean renewable energy for charging electronics, while additionally encouraging youthful playground activities.

Recycling Store - A ten-for-one bottle exchange; by collecting cups, cans and plastic bottles, participants can trade these recyclables in for points to be then cashed in for Coachella merchandise.

TRASHed - This art project calls upon artists to submit projects using various recycled material. These are then exhibited throughout the festival grounds.

<https://seatgeek.com/tba/festivals/coachella-tickets-dates-lineup/>

2019 GOLDEN VOICE™ PLANNING COMMISSION

**a lot of the committee should be approving and pitching artists, everyone can (and is expected to) approve and possibly pitch these artists

1. Kevin B. Hale, AEG and Goldenvoice Liaison - Kevin B. Hale, recently hired by Mr. Tollett, Hale works as the liaison between AEG Worldwide and Goldenvoice. AEG Worldwide, also known as Anschutz Entertainment Group, is the second largest music and entertainment producing group in the world. As AEG purchased Goldenvoice in March 2001, Hale is responsible for ensuring seamless interaction between both entities. This role is crucial to the music festival, as Goldenvoice is the official promoter of Coachella Valley Music and Arts Festival, and issues between communication would be detrimental to the festival's success.
2. Ruby K. Benjamin, Head of Corporate Contracts. The head of corporate contracts is none other than Ms. Ruby K Benjamin, a veteran director of corporate affairs for the Coachella Music Festival. Due to the significant monetary importance of corporate sponsorship, Benjamin is responsible for booking and negotiating corporate contracts, including companies such as Coca-Cola and McDonalds, as well as smaller corporations interested in a first-time contract with the 2018 Coachella Music Festival. The partnership between corporate sponsors and bloggers and social media influencers must also be overseen by Benjamin, as this would prevent sponsors from gaining too much influence at the festival. Finding eligible corporate sponsors is entirely up to Benjamin, and negotiating prices becomes a determining factor in the line-up of available companies.
3. John I. Evans, Director of Corporate Relationships - Manager of Corporate relationships, Evans works closely with Ms. Benjamin in maintaining a productive interaction between the enlisted corporations and the music festival. While essentially in charge of upholding the contract, Evans also addresses the corporate sponsors' involvement in the actual festival, such as determining the amount and presence of nightclub tents related to corporations, the availability of corporate-sponsored stations, and all other involvement in the Coachella festival grounds.
4. Lillian J. Millicent, manager of Instagram, Facebook, and Twitter - Lillian J. Millicent is one of the two social media managers hired for this Coachella festival. Responsible for the platforms of Instagram, Facebook, and Twitter, Millicent will manage the related Coachella accounts, working to promote an energetic and relevant image to the global community. Millicent will also work with artists, corporate sponsors, and popular celebrities to encourage social media marketing

on these platforms. This division will be crucial for the proper advertizing of Coachella, and looking into and developing the best possible advertising methods with the platforms will be essential.

5. **Derrick Pfeifer, Manager of Snapchat, Youtuber and Tumblr-** Derrick Pfeifer is the second head of the social media manager duo. Responsible for Snapchat, Youtube, and Tumblr, Pfeifer will deal with developing these platforms to best advertise and represent the Coachella Music festival. By reaching out to Youtubers, bloggers, and Snapchat celebrities, Pfeifer will ensure the maximum impact of the available advertizing, and should work to develop new ideas that will further encourage public awareness of this festival.
6. **Charles Maiden, Director of Musical Artist Recruitment -** Charles Maiden has the overarching role of managing musical artist recruitment, and works with the entire committee to ensure maximum success of artist selection. Using the recommendations of fellow colleagues, Maiden will use the approval and recommendations to select the 2018 setlist. It is essential to remember that a new series of performers must be selected for this festival, and repeating artists from the previous event is frowned upon. Mr. Tollett will also have an impact on Maiden's work, and working with Mr. Tollett may be a part of the assigned duties.
7. **James Stewart, Manager of Musical Artist Contracts -** James Stewart will have the pleasure of working with selected artists in order to establish the contracts necessary for the music festival. Working closely with Charles Maiden, Stewart is responsible for the second half of establishing the set list, and must ensure agreement and cooperation from hired artists, while still remaining within the available budget. Organizing performance times and setting the artists up in the most appropriate stages are two other aspects that must be addressed by Mr. Stewart.
8. **Paul Clemente -** Serving as Coachella's art installment officer for the past nine years, Clemente selects the art installment pieces that are to be displayed at Coachella each year. The true visionary behind the artwork, Clemente has evolved from upcycling Burning Man's previous art installments, so hiring various up and coming artists to present their masterpieces. Focusing on a list of 15 to 16 artists, Clemente works with these individuals to create the most innovative installment possible.
9. **Juanita Kenney, Visual Artist Recruiting and Contracts -** Juanita Kenney will be working closely with Paul Clemente, helping recruit and select potential artists, and then later working to set up working contracts with these individuals. Though it is known that certain artists are often hired for multiple festivals, the wide selection of

competing available artists from the pool of proposals will provide diverse artworks for the festival. A push for more sustainable materials may also play a factor in this year's selection, as the artist recruitment eventually plays a role in Coachella marketing and advertising.

10. **Dorothy Miller, Food and Drink Vendor Director** - Crucial to the survival of festival goers, Dorothy Miller is responsible for selecting the food, restaurants, bars, and drinks available at Coachella. As there is a wide variety of companies wanting to work at the festival, Miller will ensure that the selected vendors will provide aesthetically pleasing and tasty foods for the music festival. Innovative food and drink ideas are strongly encouraged, as Coachella is known to attract trendy options to its festival goers. Additionally, consideration of all possible price ranges is encouraged, and refraining from partnering with large chains is recommended.
11. **Robert O'Connell, Merchandise and Activities Vendor Director** - Robert O'Connell will work closely with artists and bands in order to have them sell band-related products to festival goers, while additionally looking into other related companies and small businesses to work at the various booths found at the festival. These booths will work to compliment the artwork, food and drink vendors, and general Coachella atmosphere to encourage consumer consumption of products.
12. **Kevin Taylor, Director of Operations**: Taylor, as the Director of Operations deals with on the ground crises and festival experiences, managing the overall experience portion of the festival. Taylor would be in charge of making sure festival experiences are planned, organized, and executed smoothly, while also helping coordinate any last minute urgent issues that come up with experiences. As an analytical director, Taylor is also in charge of analyzing risks and coming up with preventative measures, including assisting Volunteer and Staff coordinators training and monitoring employees.
13. **Celeste Enzo, Manager of Health and Housing**: The manager of health and housing oversees all the housing for the festival, from campgrounds and hotels to the porta-potties. In addition to overseeing the festival living situations, Celeste also takes care of the public health management, making sure there are no major health crises and that the festival stays sanitary and safe.
14. **Alex Naldo, Manager of Transportation and Parking**: The manager of transportation and parking makes sure that the transportation to and from the festival goes smoothly, that individuals are able to find space to park at the festival, and that artists have a means of entering and exiting without problems. Transportation has always been a major part of festival management, with each year bringing new innovations. Naldo makes sure that individuals have a range of

options, including financially accessible ones, and will probably have to coordinate with housing to make sure everyone has a means of getting to the festival.

15. Jamison Hayek, Director of Security: Security has always been a major challenge at festivals, from crowd management to object control. The director of security makes sure that the festival is safe and secure by ensuring that people are not bringing dangerous materials into the festival and that large crowds are safely managed to prevent riots. Hayek also oversees drug related crime and the security task-force of Coachella.
16. Keegan Tunnecliffe, Director of Sustainability and Waste Management: With the increasing controversy surrounding the Coachella carbon footprint, the sustainability and waste management coordinator will be playing an even larger role than before. Ensuring that the Coachella Valley Music and Arts Festival will be doing what it can to reduce its carbon footprint and minimize its negative impacts on the environment, Tunnecliffe will be in close contact with Global Inheritance and the Coachella PR chair to improve existing sustainability programs and develop new ones for better marketability and public appreciation. Tunnecliffe will be working to reduce energy consumption, as well as finding and using possible sustainable energy alternative. On the Waste Management side, Tunnecliffe will be responsible for developing effective waste management, and should work with potential sustainable alternatives to this as well.
17. Sara Javidi, Mayor of Indio: Every year, the Coachella Music and Arts Festival is held in Indio, California, and this year, the festival is coordinating with the Mayor of Indio to make sure that the festival adheres to a standard of excellence when dealing with the local population. The Mayor of Indio is represented in this board to ensure that the festival does not overstep the bounds of Indio governance, that the festival is profitable for the city, and that the festival follows safety guidelines to make sure that local population is not harmed. With growing controversy surrounding Coachella Valley poverty, it is important that the Mayor holds stakes in the planning of the 2019 festival.
18. Aaron Pierce, Coachella merchandising executive: Pierce oversees all things “Coachella”, from Coachella branded shot glasses to larger pieces of Coachella merchandise. The Coachella merchandising executive also ensures that Coachella branded products do not infringe on any intellectual property rights and that the Coachella brand is not misused or misrepresented.
19. Maya Thompson, Volunteer and Staff Coordinator: Music festivals have historically relied on a large body of volunteers and staff to make sure that the festival runs smoothly, and managing this staff requires a large amount of training,

organizing, and communicating. Thompson, as Volunteer and Staff Coordinator, does exactly this. In addition to planning and organizing prior to the start of the festival, the coordinator will make sure that the volunteers and staff are organized under a hierarchy and working well during.

20. **Patrick Nanavita, Public relations:** Public relations officers are responsible for working with the media. They are the face that the media sees and they are responsible for dealing with media firestorms following crises. They comprise a distinct management role that is vital for festivals of this magnitude. Bonavita is the spokesperson with the media and manages the Coachella brand in the public sphere.
21. **Olivia Callahan, Technology Director:** Olivia Callahan, Technology Director, coordinates the technological aspects of the entire festival, ranging from stage lighting to other technological fun stuff, like wearable tech and other features seen at recent festivals. The technology director needs to be thinking about access control, mobile tech, online payment, and other cutting edge developments in the festival-tech world Callahan also needs to manage app and web design and start thinking about technological innovations that will set Coachella 2019 apart from the rest of the festivals on the market.
22. **Saul Badman, Attorney:** Coachella has been the face of various trademark infringements, both in regard to protecting their own intellectual property and making sure that they do not illegally use that of others. Badman is thus in charge of making sure that trademark infringements are taken care of, artists do not renege on their contracts, and works closely with Public Relations throughout festival planning. Badman also work with the local government, specifically the Mayor and other bodies, to secure lasting contracts and make sure that the festival is legally feasible given local politics.
23. **Namratha Patel, Financial Planner:** The financial planner works with various positions to organize budgets and ensure that the festival is profitable for the individuals contracting with Coachella, helping the festival as a whole. Patel has access to the financial details of Coachella, and so works with individuals as a consultant on how much Coachella resources they can use and what their best option would be. While Patel is not the overall treasurer or CFO, Patel can significantly influence the smaller financial operations that contribute to the overall budget.

Appendix A: Coachella Lineup 2018*

Please be advised: artists that have played the previous year are unlikely to play again the following year unless they have released a new album in the time between and/or are not currently on tour.

1. Alex PCH
2. Alison Swing
3. Allah-Las
4. Amtrac
5. Andre Power
6. Anna Lunoe
7. Arkells
8. Autograf
9. Banks
10. Banks & Steelz
11. Barclay Crenshaw
12. Bastille
13. Bearson
14. Ben UFO
15. Bicep
16. Big Game
17. Big Gigantic
18. Billy Kenny
19. Bishop Briggs
20. Bleep Bloop
21. Blossoms
22. Bogl
23. Bon Iver
24. Bonobo
25. Breakbot
26. Brodinski
27. Broods
28. Capital Cities
29. Car Seat Headrest
30. Caveman
31. Chet Porter
32. Chicano Batman
33. Chris Cruse
34. Classixx

35. Courtland
36. Crystal Castles
37. Current Joys
38. D.R.A.M.
39. Daktyl
40. Daphni
41. David J. Prince
42. Denzel Curry
43. Devandra Banhart
44. Diamante Electrico
45. Dillon Francis
46. Divadanielle
47. Dixon
48. DJ Khaled
49. DJ Shadow
50. DJ Snake
51. Downtown Boys
52. Dreamcar
53. Dudu Tassa & the Kuwaitis
54. Eagles & Butterflies
55. Einmusik
56. Eli & Fur
57. Elohim
58. Empire of the Sun
59. Ethos
60. Ezra Furman
61. Father John Misty
62. FKJ
63. Floating Points
64. Floorplan
65. Four Tet
66. Four Tet/Daphni/Floating Points
67. Francis and the Lights
68. Future
69. Future Islands
70. Gabe Real
71. Galantis

72. Gaslamp Killer
73. Glass Animals
74. Goldlink
75. Gone Gone Beyond
76. Grace Mitchell
77. Grouplove
78. Gryffin
79. Gucci Mane
80. Guided by Voices
81. Hans Zimmer
82. Haywyre
83. Haana
84. Hinds
85. Honey Dijon
86. Honne
87. Hot Since 82
88. Jack Garratt
89. Jagwar Ma
90. Jai Wolf
91. Jan Blomqvist
92. Jen Ferrer
93. Jim Smith
94. Jimbo Jenkins
95. Jonas Rathsman
96. Jonnie King
97. Jose Galvan
98. Joseph
99. Josh Billings and Nonfiction
100. Justice
101. Justin Martin
102. Kaleo
103. Kaytranada
104. Kayves
105. Kehlani
106. Kendrick Lamar
107. Kiiara
108. King Gizzard & the Lizard Wizard

109. Klangstof
110. Kngsprngs
111. Kungs
112. Lady Gaga
113. Las Ligas Menores
114. Latmun
115. Lee Fields & the Expressions
116. Lil Uzi Vert
117. Liquid Stranger
118. Little Dragon
119. Lmbrsxul
120. Local Natives
121. Loco Dice
122. Lonely Boy
123. Lorde
124. Los Blenders
125. Mac Demarco
126. Mac Miller
127. Mad Zach
128. Majid Jordan
129. Marcel Dettmann
130. Marshmello
131. Martin Garrix
132. Maya Jane Coles
133. Megatone
134. Mikey Lion, Lee Reynolds, Marbs & Porkchop
135. Mitski
136. Moderat
137. Monolink
138. Monte Booker
139. Mr. Carmack
140. Mukta
141. Mura Masa
142. Nao
143. Nav
144. Netsky
145. New Order

146. Nicolas Jaar
147. Nora en Pure
148. Ocho Ojos
149. Oh Wonder
150. Oscure
151. Partywave
152. Patricio
153. Patrick Topping
154. Phantogram
155. PNL
156. Pond
157. Porter Robinson & Madeon
158. Preoccupations
159. Preservation Hall Jazz Band
160. Quitapenas
161. Roisin Murphy
162. Royksopp
163. Radiohead
164. Rambo V
165. Raury
166. Real Estate
167. Recordsafari
168. Red Axes
169. Rhonda Intl DJs
170. Richie Hawtin Close
171. Survive
172. Sabo
173. Sam Gellaitry
174. Sampha
175. Sasha
176. Sayer
177. Schoolboy Q
178. Shannon & the Clams
179. Shiba San
180. Show Me the Body
181. Shura
182. Skepta

183. Slow Hollows
184. SNBRN
185. Sofi Tukker
186. Sohn
187. Solomun
188. Soslo
189. Space Jesus
190. Steve Angello
191. Stormzy
192. Strange Club
193. Surf Curse
194. Surfbort
195. Swet Shop Boys
196. T.S.O.L.
197. Tacocat
198. Tale of Us
199. Tall Juan
200. Tara Brooks
201. Team B&L
202. Tennis
203. The Atomics
204. The Avalanches
205. The Belleville Three
206. The Geek X VRV
207. The Head and the Heart
208. The Interrupters
209. The Lemon Twigs
210. The Librarian
211. The Martinez Brothers
212. The Paranoys
213. The XX
214. Thee Commons
215. Thundercat
216. Toots and the Maytals
217. Tory Lanez
218. Tourist
219. Tove Lo

- 220. Travis Scott
- 221. Twin Peaks
- 222. Two Door Cinema Club
- 223. Tycho
- 224. Warpaint
- 225. Westside TY
- 226. What So Not
- 227. Whethan
- 228. Whitney
- 229. Will Clarke
- 230. XXYYXX
- 231. Yip Yops
- 232. Yotto
- 233. Zimmer

234. Zipper Club

**this is actually the 2017 lineup but because the 2018 lineup has not yet been released, the 2017 lineup will be the previous year's lineup*

Appendix B: 2018 Featured Restaurants*

Delegates are advised merely to skim these restaurants to get an idea of the type of restaurants

Coachella has previously offered. 1. 2nd City

- 2. Backyard Bowls
- 3. Badmaash
- 4. Beer Belly
- 5. Birdies
- 6. Bludso's
- 7. Chego
- 8. Eureka!
- 9. Fat Dragon
- 10. Fritzi Coop
- 11. Go Get Em Tiger
- 12. Hanjip Korean BBQ
- 13. Holy Cow
- 14. Jalapa Jar
- 15. Juice Served Here
- 16. Kogi
- 17. Little Fatty
- 18. Mainland Poke

19. Mallow Mallow
20. Mamacita
21. Matchabar
22. McConnell's Fine Ice Creams
23. Menotti's
24. Milk Box
25. Nomad
26. Paper Planes
27. Phorage
28. Pioneer Eats
29. Plan Check
30. Pot
31. Ramen Hood
32. Rocco's Sweet Shoppe
33. Sumo Dog
34. Sunny Blue
35. Sweet Combforts
36. Sweetfin Poke
37. Taqueria La Venganza
38. The Venue Sushi
39. Trejos Tacos
40. Van Leeuwen Ice Cream
41. Winsome
42. Wolf

43. Yeastie Boys**Please note that these are 2017 restaurants, but because there is not yet 2018 data, we will use these as 2018 restaurants*

Appendix C: 2018 Featured Pop Up Restaurants*

Delegates are advised merely to skim these pop-up restaurants to get an idea of the type of restaurants Coachella has previously offered.

1. Kindred
2. Little Sister
3. Playa Provisions
4. Open Table

**Please note that these are 2017 restaurants, but because there is not yet 2018 data, we will use these as 2018 restaurants*

Appendix D: 2018 Outstanding in the Field Chefs*

Outstanding in the Field promises an outdoor desert dining experience which includes a cocktail and beer and wine pairing throughout dinner, a four-course, family style meal, set luxurious and shaded area. A Festival pass is required in order to partake.

Delegates are advised merely to skim 1 or 2 chef biographies to get an idea of the type of experience Coachella has previously offered.

1. Neal Fraser, Donnie Masterton, Paul Kahan
2. Jamie Bissonette, Ken Oringer, Jamie DeRosa, Alex Chang
3. Alvin Cailan, Nakul & Arjun Mahendro, Bruce Kalman
4. Jet Tila, Perry Cheung, Louis Tikaram
5. Vartan Abgaryan, Charles Olalia, Eduardo Ruiz
6. Nyesha Arrington, Antonia Lofaso, Dakota Weiss

**Please note that these are 2017 chefs, but because there is not yet 2018 data, we will use these as 2018 chefs*

Appendix E: 2018 Featured Bars*

1. Craft Beer Barn
2. Craft on Draft
3. Broken Shaker
4. PDT
5. The Cabin
6. 213 Bars
7. Heineken House

**Please note that these are 2017 bars, but because there is not yet 2018 data, we will use these as 2018 bars*

Appendix F: Coachella 2018 Corporate Sponsors*

1. Absolut
2. American Express
3. BMW i.
4. Cupcake Vineyards
5. H&M
6. Heineken
7. HP
8. Marriott Rewards
9. GirlBoss (Netflix)
10. New Era

11. Sephora

12. SiriusXM

**Please note that these are 2017 sponsors, but because there is not yet 2018 data, we will use these as 2018 sponsors*

<http://www.latimes.com/entertainment/envelope/cotown/la-et-ct-coachella-economy-by-the-numbers-20160420-story.html>

<http://www.billboard.com/articles/columns/music-festivals/6538604/coachella-history-genre-by-year>

<http://www.latimes.com/entertainment/envelope/cotown/la-et-ct-coachella-economy-by-the-numbers-20160420-story.html>

<http://www.laweekly.com/music/every-coachella-2017-act-ranked-7992211>

<http://www.vulture.com/2017/04/coachella-organizer-offended-by-owners-anti-gay-donations.html>

<http://pics2.city-data.com/city/maps/fr1675.png>