NATIONAL ASSOCIATION OF THEATRE OWNERS OF CALIFORNIA/NEVADA

Date: 3/26/15
Submitted in Econ. Dev. Committee
Council File No: 14-1371, 14-1371-S1
Item No.: 1 14-1371-S2
Deputy: Communication from the Public

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December 2, 2014

Council President Herb J. Wesson
Los Angeles City Council Room 430
200 N. Spring Street
Los Angeles, California 90012

RE: Minimum wage increase and its effect on motion pictures theatres.

Dear Council President Wesson,

On behalf of the Members of the National Association of Theatre Owners of California / Nevada we are presenting our comments and concerns with the proposed increases in minimum wage in the City of Los Angeles as suggested by several of your colleagues and staff. Attached is our position paper for consideration by the outside consultant as they begin their task of reviewing the impact the proposed increase will have on the economy.

Motion picture theatres are facing an ever-increasing competition for entertainment dollars. For many years, the average movie ticket price has corresponded fairly closely with the national minimum wage. An increase of minimum wage to $13.25 could lead to a substantial increase in theatre admission price for Angelinos. Subsequently casualties of these costs may include: automated ticket kiosks, elimination of matinee shows, and replacement of ticket takers with turnstiles at theatre entrances, the reduction or eliminating concession counter staff in favor of self-serve machines. In other words staff reductions will be the ultimate cause of effect.

Staffing in a theatre has an average annual turnover rate of 100% - 200%, which consists of 90% - 95% part-time employees that are high school, community college and university students. It costs the theatres on average of $450 - $600 to train an employee and also pay a film rental fee that runs from 55% to as high as 90% of a films box-office receipt. Theatre owners operate on a modest profit margin of 10% to 16%.

We respectfully request that the impact of the minimum wage proposal on our industry be considered by the consulting team and the City of Los Angeles.

Thank you for your consideration in this matter.

Sincerely,

Milton Moritz

cc: Andrew Westall
Justin Wesson

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IN CONSIDERATION OF MOTION PICTURE EXHIBITION

A presentation of economic factors which impact the theatrical motion picture exhibition industry

Prepared by

The National Association of Theatre Owners of California/Nevada

This presentation has been prepared in view of ongoing discussions within the City of Los Angeles regarding proposals to raise the minimum wage from its present rate of $9.00 per hour to as high as $13.25 per hour during calendar year 2017. The National Association of Theatre Owners of California/Nevada requests consideration of the facts contained herein which the Association believes supports its contention that imposing a minimum wage of $13.25 per hour to the exhibition industry is unfair and would prove detrimental to that industry as well as to the public it serves.

1. **Staffing:** It is estimated that between 90% and 95% of the staff at motion picture theatres are part time employees. Staffs are primarily comprised of high school, community college and college students, and to a far lesser degree, senior citizens, working between 12 and 20 hours per week. Positions at motion picture theatres are particularly attractive to this population because of the flexibility allowed in scheduling hours around coursework. Shifts are available from morning to late night, seven days a week, with theatre management trying to accommodate individual employee preferences. Because of the limited hours most theatre employees are able to commit to, the majority of positions are not considered to be career path positions, or ones to be occupied by a family's principal wage earner. However, for those interested in a career in motion picture exhibition, opportunities do exist for advancement into management.

   An added incentive for students interested in employment at NATO of California/Nevada member theatres is the Association's annual Scholarship Awards Program. Each year the Association awards $250,000 in scholarships, ranging from $5,000 to $10,000 each, to deserving employees for community college, four year college or post-secondary vocational education.

   For the vast majority of theatre staff, their initial position is their first paid employment, with most having had no real-world work experience. The cost in man-hours to train a new hire before they can be independently productive is estimated to be between $450 and $600. Proper training is extensive and addresses such areas as crowd control, ticket sales, money management, customer service, concession counter sales and food handling, accommodating patrons with special needs, emergency procedures and protocols and much more. And despite the considerable investment in each new hire, the annual employee turnover rate can, on average, run from 100% to 200%.

2. **Operational Expenses**: The average cost to build a new motion picture theatre runs in excess of $1,000,000 per theatre screen. Thus, an eight-screen theatre complex, commonplace today, represents an initial investment in excess of $8,000,000. Existing theatres have recently borne the expense of converting to digital format projection systems, requiring an expenditure of $75,000.00 to $125,000.00 per screen, plus additional costs for new directional sound systems required to maintain a competitive edge with home entertainment.

3. **Explanation of Revenue**: Motion picture theatres are totally dependent on film studios for content. Unlike most retail businesses where a consumer buys a product, theatres are not able to mark up their pricing based upon the cost of the goods they sell. The average retailer will usually mark-up product anywhere from 50% to 100% of cost. Theatres, on the other hand, only rent the films they show. Depending upon the popularity of the films being shown, the rental fees (film rental) may run anywhere from 55% to as high as 90% of a film's box-office receipts. In addition, when contracting to play a particular film, theatres often must guarantee a minimum number of weeks which they will play that film, regardless of how well or poorly it may perform.

   Accordingly, when a theatre contracts to play a multiple week engagement of a film which fails to attract an audience, it is nonetheless committed to exhibit that film for the duration of the contracted time period, even if it means running it in an empty theatre. According to Bernstein Research analyst Todd Juenger, movie theatres have the largest amount of excess capacity of any industry to be found in the free world.[1]

Motion picture theatres operate on a very modest profit margin. After fixed overhead and other operating expenses, the average margin is between 10% and 16%, provided the film product from the studios performs successfully at the box-office. Having to rely on studios for the product they sell, motion picture theatres, unlike the majority of retail businesses, are not masters of their own destiny.

4. **Ticket Pricing**: For many years, movie ticket prices have corresponded fairly closely to the national minimum wage.[2]

   Examples[3]: 2005 average ticket price was $7.42; minimum wage was $6.75
   2008 average ticket price was $8.18; minimum wage was $8.00
   2014 average ticket price is $9.15; minimum wage is $9.00

   Should the minimum wage be increased to $13.25, the average ticket price would in all likelihood increase accordingly.

   Impact of $13.25 Minimum Wage on Motion Picture Theatres: Movie-goers are very price sensitive. Motion picture theatres today are facing ever-increasing competition for entertainment dollars, and at lower prices, from numerous online content providers; providers who have no roots in the community and whose profits accrue no financial benefit to the city. Motion picture theatres have always been considered one of the most affordable choices for entertainment and the meeting center for many communities.

   Statistics show that 12% of movie-goers are 60 years old and older.[4] A large segment of that demographic attends matinee performances when ticket prices are frequently reduced or when seniors are admitted at a reduced price. Were a $13.25 minimum wage to be mandated, theatre owners could be forced to make operation adjustments, one casualty might be the elimination of matinee performances, as box-office receipts may not justify the cost of staffing. For senior citizens, especially those on fixed-income, afternoon movie-going offers affordable entertainment and a valuable means of social engagement. And for many, the loss of that experience would be hard felt. As suggested by noted British author and Guardian newspaper columnist George Monbiot, "Social isolation is as potent a cause of early death as smoking 15 cigarettes a day. Loneliness is twice as deadly as obesity."[5]

   Among additional drastic cost-cutting measures which might be required to counter the effect of a $13.25 minimum wage is the elimination of box-office staffing in favor of automated ticket kiosks, the replacement of ticket takers with turnstiles at theatre entrances, and reducing or eliminating concession counter staff in favor of self-serve vending machines. Such adjustments would not only take away from the overall movie-going experience which the public has come to expect, but at the same time would unfortunately eliminate a number of staff. Given that a 13-14 hour workday might be split between as many as three part-time shift works, the elimination of just four positions could affect as many as 12 employees at one single theatre.

It is the hope of the Association that all of the aforementioned will be given serious consideration. As demonstrated, imposing a $13.25 per hour minimum wage on the motion picture exhibition industry would place a significant financial burden on theatre operations. The result would be felt in diminished services and reductions in staff, losses that would negatively impact the entire community.

Notes

[1]*Deadline Hollywood, Oct. 6, 2014, David Lieberman interview with David Passman, CEO, Carmike Cinemas*

[2] *Average ticket prices are based upon the combination of different ticketing categories: Children, Military, Senior, Bargain Days, Group Sales, General Admission, Matinees, etc.*

[3]*Ticket price averages are based on 2013 Theatrical Market Statistics data published by the Motion Picture Association of America, Inc., with adjustments made to reflect Los Angeles market increased cost of living relative to the national average.*

[4]*2013 Theatrical Market Statistics, Motion Picture Association of America, Inc.*

[5]*George Monbiot, The Guardian, November 18, 2014*

Respectfully submitted by,

/s/ Milton I. Moritz

Milton I. Moritz
President and Chief Executive Officer

The National Association of Theatre Owners of California/Nevada is a non-profit association established for the betterment of the motion picture theatre experience.

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LOS ANGELES BLACK WORKER CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

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LOS ANGELES BLACK WORKER CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

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We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

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LOS ANGELES BLACK WORKER CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

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LOS ANGELES
BLACK WORKER CENTER

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LOS ANGELES BLACK WORKER CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

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We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring
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We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring
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LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

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LOS ANGELES BLACK WORKER CENTER

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LOS ANGELES BLACK WORKER CENTER

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LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

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BLACK WORKER CENTER

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LOS ANGELES BLACK WORKER CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

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LOS ANGELES
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LOS ANGELES BLACK WORKER CENTER

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LOS ANGELES BLACK WORKER CENTER

TG.

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring
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LOS ANGELES BLACK WORKER CENTER

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