

PART 1 – APPLICANT INFORMATION

Name of Organization Mammoth Lakes Foundation

Contact Name & Title Juliana Olinka, Marketing Director

Mailing Address/City/Zip P.O. Box 1815, Mammoth Lakes, CA 93546

Telephone Number 760.934.3781 Email Address Juliana@mammothlakesfoundation.org

Website www.mammoth food and wine.org (event website) www.mammothlakesfoundation.org

Type of Organization (i.e. non-profit, for-profit/Commercial, Government, HOA, etc.)
501 c3 non-profit

Tax ID # 77-0245395

Name of Event Mammoth Food & Wine Experience

Event Type (performing arts, educational, recreation event) Special Event – includes Educational components

Event Date(s) and Times July 11-13, 2014 10:00 am – 9:00 pm Fri/Sat; Sun TBA

Event Location(s) Multiple locations including: Mammoth Lakes Foundation premises (Fri/Sat/Sun); Village at Mammoth (Fri); additional event sites TBA (possibly June Lake—last year in addition to the Village, we expanded our Friday activities to include Lake Mary, The Plum House on Sierra Star Golf Course and the Blue Sky Bowl so that the event was visible in multiple locations. Our plan is to do the same this year.)

Will this event be conducted if Measure U funds are not awarded? Yes No

- Funding Category:
- Recreational (special event)
 - Arts & Culture
 - Mobility

Funding Request: \$ 28,000

Funding Percentage of event's operating budget: % 16

Purpose of requested funds:
• Please specify how Measure U funds will be utilized:

Operations:	\$ _____
Marketing:	\$ <u>15,000</u>
Entertainment:	\$ <u>4,000</u>
Supplies/Materials:	\$ _____
Facility lease/equipment:	\$ _____
Other:	\$ <u>9,000 (Chefs, Culinary teams, etc.)</u>

1. Identify how your event aligns with Measure U priorities established by the Town?

Check all that apply and cite examples in a concise manner.

- Economic stimulus / sustainability
- High Impact
- Ready to go / Implementation
- Leverage
- Exists in current plans and studies

- **Economic Stimulus/Sustainability:** MFWE is a catalyst for economic stimulus; in 2013 we had approximately 1,500 attendees over three days who generated an estimated \$80,000 in revenue for Mammoth Lakes. Our event increases regional accessibility, represents more leisure activities, and diversifies economic development to create a more stable and sustainable economy.
- **High impact:** Builds reputation of Mammoth Lakes as a high quality producer of events through use of digital media, advertising, email blasts to wide audience. We target our message to an upscale audience.

- **Ready to go:** This is the fourth year. All necessary elements and staff proficiency in place.
- **Leverage:** We introduce new people to the area and/or have second home owners participate in a non-winter event that increases visitation, business expenditures, etc., with the financial support of Measure U funds. We also work closely with other members of the Mammoth Lakes Events Coalition (MLEC) and Mammoth Lakes Tourism, coordinating schedules, advertising, and sharing of resources. Community volunteers contribute over 1,200 hours to the successful implementation each year.
- **Exists in current plans and studies:**
 - E.1.J. Policy: Promote special events year-round with emphasis on producing multi-day events with particular attention to midweek and shoulder seasons.
 - E.2. GOAL: Achieve sustainable tourism by building on the area's natural beauty, recreational, cultural, and historic assets.
 - E.2.A. Policy: Support a range of outdoor and indoor events, facilities, and services that enhance the community's resort economy.
 - A.2.A. Policy: Encourage and support a wide variety of visual and performing arts, cultural amenities, events and festivals, and forums for local arts organizations.

2. Have any public funds (including Measure R & U, general fund) been previously committed, or are presently committed to this event?

Yes No If yes, please specify: \$ 2013 Spring Measure U - \$15,000 Marketing + \$7,000 tent

3. Please check all that applies for your event:

- Traffic control required (MLPD, cones, barricades, signage, etc.)
- Equipment / vehicle staging on-site or off-site
- Use of Town of Mammoth Lakes streets or right-of-ways
- On street and/or on venue parking
- Police, Fire or other municipal agency participation
- Over 250 attendees at one time
- Sales events, sidewalk sales, parking lot sales
- Tents and/or semi-permanent structures utilized
- Serving of food or alcohol
- 12-24 hour event duration with single or multiple dates

- Adjacent to residential property
- Use of amplified music and/or entertainment
- Waste / recycling collection
- Wildlife management

4. How many years has this event been conducted?

- 1-3 years 4- 6 years 7+ years

5. Submit a proposed Event Budget and Business Plan that includes:

- Identification of event organizer (applicant) and organizing (delivery) committee or team
- List organizer's event/business experience, qualifications and recently hosted events
- One page Executive Summary
- Operational plan (event schedule/days/times/location(s), site plan, survey plan, and trash management plan, etc.)
- Staffing plan / Volunteer plan
- Marketing/advertising/social media plan
- Emergency operations plan (not just call 911)
- Proposed event budget and previous year's actual event budget (see template)
- Identify all funding sources (Grants, Fundraising, Sponsorships, In-kind, Ticket Sales, donations, etc.)

PART 2 – ORGANIZATION INFORMATION

1. What is the organization's Mission Statement?

Mammoth Lakes Foundation supports higher education and cultural enrichment in the Eastern Sierra.

2. Please identify the event goals and tell us how you would define success for this event.

- a) Support and entertain 500 attendees at the Saturday evening Grand tasting Event
- b) Sell out all special events including Friday night Wine Walk in the Village, Special Dinners + Seminars
- c) Bring in or exceed the estimated income from Live and Silent auctions

Define success for your event: The event is sold out and the participants learn of the mission of the Foundation and support it with sales and donations. We also bring in resources that fund our scholarship programs and arts & culture programming.

3. Identify all principal organizations and stakeholders involved in this event and their responsibilities (if applicable).

Mammoth Lakes Foundation/Mammoth Lakes Repertory Theatre

- Evan Russell – CEO
- Greg Bissonette - Development Director
- Shira Dubrovner-Artistic Director/Theatre Manager
- Juliana Olinka-Marketing Director
- Nora Urdi – Events Manager

- Jeffrey Smith – Student Housing Manager
- Jill Keefer - Recruitment
- Amy Graham - Accounting
- Steven Krystek - Office Manager

Affiliated parties/agencies

MLEC members: coordinate schedules, share venues, make available resources, coordinate communication ML Tourism: pools events for advertising Mammoth as destination resort; Town of Mammoth Lakes/Measure U

Consultant or other support

TOML staff, Stuart Brown: facilitates communication amongst MLEC members, gives input on town's goals, priorities, MLEC business plan, answers questions regarding town services, permits and processes.

4. **Provide your organizations summary budget for the current Fiscal Year (QuickBooks format is preferred). Please include:**
 - a. **Income**
 - b. **Expenses**
 - c. **In-Kind Donations (volunteers, equipment, etc.)**

(See Exhibit 1)

5. **Financial Documentation**

- a. **Provide the organizations most recent IRS 990 or a copy of IRS 501 (c) 3 letter**

(See Exhibit 2)

6. **Feasibility Study**

- a. **All applicants requesting \$25,000 or more from Measure U for event funding are required to complete Part 2a of the application form.**

PART 2a

For any clarification regarding the questions or degree of detail that needs to be provided, please contact Town Staff.

1. Competitive Supply Analysis

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

Strengths:

- Unique event because it incorporates education with entertainment
- Supports education & culture and the arts in the Eastern Sierra
- Has a dedicated staff behind the event to ensure its success
- Events very similar to these are in every major ski resort which provides examples of what works and what doesn't work
- This event (and those like it) draw an affluent crowd, thus increasing benefit to the organization and the town
- Event topics are of interest to multiple ages, genders, and nationalities.

Weaknesses:

- Event is still relatively new and requires a large amount of up-front money
- Event has a lot of moving parts which potentially make the message a bit confusing when it goes out to the public and is harder to administer, however based on three past years of experience we are refining the moving parts and have identified tools for improving performance and efficiency

Opportunities:

- Different than any other event that is currently put on in the area
- Event dates are during a period that has no other major event in Mammoth
- Potential to move to earlier weekend and expand the Mammoth Summer once the event is firmly established as a "must attend" event
- Inviting famous chefs to participate in the "food" portion expands interest in the event outside of the Mammoth Lakes area. It also creates a favorable impression with our upscale target audience (e.g. last year Josiah Citrin participated)

Threats:

- All the events in the summer are competing for a similar visitor base but with the creation of the Mammoth Lakes Event Coalition, these events are all working together with joint marketing and shared infrastructure and equipment to lessen this threat
- Volunteers only have so much time and energy but with the MFWE being the first major event of the summer this should be less of a threat to this event
- Any unknown economical or environmental catastrophe that occurs could have a negative effect on attendance

2. Identification of Market Opportunity

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

The Mammoth Food and Wine Experience offers the opportunity for Mammoth Lakes to develop a steady revenue stream for education and the arts in the community. The Sun Valley Center for the Arts runs a

similar type of event which brings in 60% of their annual operating budget of several million dollars. On top of providing secure support for two very valuable causes in the community, this event will bring in visitors to the community for a multiday event. This will result in additional TOT revenue for the Town.

Food & Wine events are fun and attract many different types of people. They are growing in popularity across the country and the most successful ones are in resort communities. Aspen Food & Wine had to change its date from the summer to a slower time period in town because the event had more attendees than available beds. This is the long term vision for the MFWE-to sell out the town while supporting education, culture and the arts in the community.

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

The targeted users are affluent consumers of fine food and wine and supporters of education, culture and the arts in Mammoth Lakes. Users are will generally be in the 45+ year old age group and will be familiar with Mammoth or own a second home in the area. Target users also include past participants as well as their family and friends.

Based on Attendee surveys we are also seeing participants in the \$100,000 plus income bracket attending the event.

Estimated participants: 500+

(Note: this is the target number for the Saturday evening Grand Tasting event. Additional opportunities exist to participate in the event in addition to or in place of the Saturday evening event, therefore expanding the attendee base. For example, both the 2012 and 2013 Wine Walk in the Village at Mammoth had quite a few participants who "happened" upon the Wine Walk. This expanded our participation and allowed us to capture information for the upcoming 2014 event.)

4. Projected Multi-Year Demand Analysis

A. Provide the projected demand with assumptions.

We expect this event to grow consistently over the next five years. The first year the event sold out at 250 seats at the main event. In 2012 the Main Event (Grand tasting) grew to over 400 seats and we turned another 50 to 100 away as we were at capacity. There were also an additional estimated 250 (unique) people at the various side events. In 2013 we had 500 seats filled at the Main Event with an additional estimated 375 (unique) people at the side events. We anticipate the event having the potential to continue to grow by 15% a year over the next few years. Traditionally a new event or business needs five years to be considered established and successful.

5. Projected Multi-Year Revenue Projections

A. Projected revenue with pricing assumptions.

Since the event is only in its fourth year, it's difficult to come up with a five-year revenue plan. We will need to look at the net revenue for this year and possibly next in order to accurately make

predictions for the next five years. For example, the projected gross revenue for 2014 is not much higher than the gross revenue for 2013 because of shortfalls in some of the projected earnings for last year, although we still saw a net income increase of 22% for 2013 over 2012. The net revenue for 2014 is 32% higher than the net revenue for 2013 (due to increased attendance with marginal increase in fixed costs).

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Projected	\$288,500	\$331,755	\$381,541	\$438,772	\$504,588
Projected Net	\$113,475	\$130,496	\$150,071	\$172,581	\$201,445

6. **Cost Analysis – Provide the estimated one time or annual costs for each phase of your project/program (where applicable):**
1. Operational costs:
 2. Programming costs: N/A
 3. Other:

Feasibility Analysis

1. Project and Financial Assumptions

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

- Event attendee numbers
- Good weather
- Economic recovery continuing
- Marketing reaches the right people
- Event delivers and word-of-mouth spreads

2. Multi-Scenario Pro Formas

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

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Projected Gross	\$288,500	\$331,755	\$381,541	\$438,772	\$504,588
Projected Expense	\$175,025	\$201,259	\$231,470	\$266,191	\$303,143
Projected Net	\$113,475	\$130,496	\$150,071	\$172,581	\$201,445

3. Risk Analysis

A. Identify project/program risks.

- Low attendance = lower than anticipated ticket revenue numbers
- Low silent auction and live auction bids
- Poor weather
- Economic downturn – statewide and/or nationally

4. Project Schedule

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

- **Budget and Planning:** The full scope and concept of the event-Deadline: January 2014
- **Marketing Plan Creation and Implementation:** Plan and marketing implementation begins: December 2013
- **Sponsorship solicitation:** Mailings and follow-up – deadline: February 2014
- **Winery Confirmations:** Confirming participating wineries participation-Deadline: March 2014
- **Chef Confirmation:** Confirming chef participation-Deadline: April 2014
- **Seminar Planning:** Finalizing 8 seminars-Deadline: March 2014
- **Sponsorship allocation:** Deadline: May 2014

- **Ticket Sales: Begin: March 2014/Complete: July 2014**

5. Quality of Life Analysis

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

There is a positive effect of the project/program on current arts & culture and educational opportunities provided by the Mammoth Lakes Foundation in the Mammoth Lakes Repertory Theater offerings, scholarships for local students, and housing for out-of-the-area students This in addition to the creation of demand and potentially financial support for the future Mammoth Lakes Arts and Culture Center and dramatic positive effects on the quality of life that the Mammoth Food & Wine Experience provides to locals and attendees from outside the local area.

PART 3 – PERFORMANCE REPORT

All applicants are required to submit a Performance Report within 90 days of the event or prior to the next funding award, which should include a brief description of both the measurable economic and quality of life benefits for the community of Mammoth Lakes.

Metrics include:

- Tickets sold/quantifiable attendance: 1200 Tickets sold in total; attendance varies by day and activity
- Actual use of funds (receipts) – Event is Annual fundraiser for MFWE – used to support MLF’s mission
- # of surveys collected - 55
- Demographics (who, what, where, etc.) Adults; 55% came specifically for the event
- Local vs. out-of-town visitation + second homeowners - 59% from out-of-town; 13% 2nd home owners
- Media exposure (\$ value) \$24,000 spent; Value in impressions exceeds 11 million. Examples: 5 million *LA Times*; 5.4 million Facebook; 1 million *Horizon Magazine*; 0.5 million *Sunset Magazine* Generated 400+ leads from Sunset and Horizon Magazine ads.
- Number of room nights (if available) – N/A

APPLICATION CHECKLIST

- Executive Summary (See Exhibit 3)
- Event Budget, Business Plan & Operations Plan (See Exhibit 4)
- Most recent IRS 990 or a copy of IRS 501 (c) 3 letter (See Exhibit 2)
- Organizations profit and Loss statement (budget vs. actual for the most recently completed fiscal year - QuickBooks is preferred) (See Exhibit 1)
- Previous Year’s Performance Report (see Exhibit 5)

Certification

I verify that all of the information contained in this application is true and correct to the best of my knowledge.

Signature 

Title Marketing Director Date December 2, 2013

Mammoth Food & Wine Experience

July 11-13, 2014

- 1. EXECUTIVE SUMMARY**
- 2. Event Organization**
 - a. Emergency Plan**
 - b. Survey Plan**
 - c. Trash Management Plan**
 - d. Recycling Plan**
 - e. Operational Plan**
 - f. Staffing/Volunteer Plan**
- 3. BUDGET**
 - a. Event Budget**
 - b. Marketing Budget**
 - c. Marketing Plan**

Executive Summary:

Project Executive Summary

The Mammoth Lakes Foundation is requesting \$28,000 in Measure U funds to supplement the current marketing budget for the 4th Annual Mammoth Food & Wine Experience and to also provide funds to cover Entertainment costs and help fund chef costs—this includes transportation, housing and potential fees. The funds requested represent 16% of the Operating Budget (as a 4th year event we are allowed a 20% ask per the Measure U event guidelines but do not feel we need to request more than what we are requesting).

The Mammoth Food & Wine Experience is a once-a-year event in its fourth year that takes place this year during the second weekend in July. It began as an event to follow July 4th—however, as July 4th falls on a Friday this year, we would not be able to accommodate all of the event activities (it is a three day event that includes seminars and other activities on Friday of the event weekend) without interfering with the town's holiday activities. The point of scheduling is to complement the summer programming. All proceeds from the event benefit the Mammoth Lakes Foundation and the beneficiary organization supports education, arts & culture in Mammoth and the Eastern Sierra.

The Mammoth Food & Wine Experience is a multi-day event, Friday, Saturday and Sunday, with many activities including wine tastings, educational food & wine seminars, a wine walk, wine dinners at local restaurants and private homes, and a main event called the "Grand Tasting". The Grand Tasting incorporates 30+ wineries pouring over 120 different wines, a cooking competition where culinary schools compete in an outdoor cooking competition for a "people's choice" award for best dish, live and silent auctions, raffle, and musical entertainment. Also, because we are bringing together the culinary

schools and professional chefs, there will be a symposium during which the culinary students have the opportunity to talk about the culinary world with seasoned chefs, thus expanding their educational experience.

This event is unique in Mammoth and our goal is to see it grow to eventually serve as a stable funding source for a Mammoth Arts & Culture Center and the support of education, arts & culture in Mammoth. Every large resort community has a high-end food and wine event, with many of those events experiencing success that continues to sustain them. Specifically, Sun Valley, Idaho has a food and wine event that supports the Sun Valley Center for the Arts and brings in 60% of the center's operating budget every year. Aspen Food & Wine currently has an attendance of approximately 5,000 and started with less than 100 over thirty years ago. Aspen eventually moved the timing of its event to a slower time earlier in the summer season because it brought more visitors than beds in the busy summer. We are confident the Mammoth Food & Wine Experience can achieve the same level of success for the community of Mammoth and help the Mammoth Lakes Foundation achieve the goal of opening the Mammoth Arts & Culture Center.

EVENT ORGANIZATION

Event Organizer: Mammoth Lakes Foundation

Staff: Evan Russell – CEO
Greg Bissonette - Development Director
Shira Dubrovner-Artistic Director/Theatre Manager
Juliana Olinka-Marketing Director
Nora Urdi – Events Manager
Jeffrey Smith – Student Housing Manager
Jill Keefer - Recruitment
Amy Graham - Accounting
Steven Krystek - Office Manager

Volunteer Staff: Paula Plum - Seminar staffing
Shields Richardson – Board Member/Wine Sales
Heather Schaubmeyer - Wineries
Paul & Kathleen Rudder – Theatre Council/Event Planning
Judy Bornfeld – Board Member/Event Planning
Andree Wallis – Wine Walk
Others - TBA

Experience: This is the fourth year the Foundation has put on the event. In addition to the experience of producing the event, the in-house staff has produced events and/or theatre programming for over 10 years. They

are assisted by Board members who have also been involved in planning Foundation events for many years.

Volunteer: We anticipate that Volunteer hours for the 2014 event will be slightly higher than 2013 due to a targeted increase in attendees and additional event components. We anticipate 750 to 800 volunteers hours will be needed resulting in a contribution to the event of over \$15,000 based on the \$22.14 per volunteer hour National average allocation.

Volunteer Tasks include:

- Set-up
- Wine pouring
- Decorations
- Silent auction solicitations
- Sign creation
- Food servers and bussers
- Parking attendants
- Registration table
- Seminar set-up
- Set-up and clean-up silent auction
- Security for entrances and exits
- Watching over the silent auction
- Live auction spotters
- Clean up
- Managing Check-in at Friday night events, including Wine Walk in the Village at Mammoth

Affiliated parties/agencies

MLEC members: coordinate schedules, share venues, make available resources, coordinate communication

ML Tourism: pools events for advertising Mammoth as destination resort

Consultant or other support

TOML staff, Stuart Brown: facilitates communication amongst MLEC members, gives input on town's goals, priorities, MLEC business plan, answers questions regarding town services, permits and processes.

Emergency Plan:

- Currently have 1 CERT member on staff and will coordinate with CERT to have additional members at the Grand Tasting.
- Staff being trained in CPR prior to the event
- First Aid kit on hand

- Working with the Fire Department on requirements
- Fire extinguishers and water hoses available on site
- Extra water stations
- Security
- Taxi tokens in case anyone should not drive themselves
- Close to the Hospital in case doctor needed
- Call 9-1-1

Event Survey Plan:

We will assign specific volunteers to walk around the Saturday night event with forms and help attendees complete questionnaires; we plan to provide an incentive (TBD) for completing the form. (Last year we did a drawing for tickets to this year's event).

Ideal solution and recommendation: MLTourism acquire iPads and train several people to complete the surveys at all the town events. This way we would all have instant access to the information and it would cut down on their cost of data acquisition and analysis because it would already be available in digital form to them and to each event producer.

Trash Management Plan:

Staff and volunteers will maintain trash pick-up each day before everyone leaves. No trash will be left out for animals to access. We have extra trash cans on location for the event and regular pick-up with our regular trash pick-up company. If extra pick-ups are needed we will arrange. We can also make quick trash runs as needed.

Recycling Plan:

We will have clearly marked recycling receptacles in place around the venue. We also have an existing arrangement with the local recycling company and they will make any extra pick-ups as necessary.

Operational Plan:

Attendees: 500+ attendees (Goal is 500 at the Saturday evening Main Event—Grand Tasting; additional 350 or more at the various additional programmed events including the Wine Walk in the Village at Mammoth, the Friday night dinners, etc.)

Scope:

The Mammoth Food & Wine Experience is a once-a-year event in its fourth year that takes place during the first weekend nearest July 4 (this year July 11-13th at the 4th falls on a Friday). All proceeds from the

event benefit the Mammoth Lakes Foundation. The beneficiary organization supports education, arts & culture in Mammoth.

Type: Food & Wine special event that brings in new and past visitors of Mammoth Lakes. The attendees will generally be from a higher economic stratum. All proceeds of the event support education, arts & culture through the Mammoth Lakes Foundation.

Design Specifications: N/A

Event Budget: \$166,200

Current Event Marketing Budget: \$38,325 (Marketing, printing, website)

Measure U request: \$28,000 -- (\$15,000 for marketing; \$4,000 for entertainment; \$9,000 for chefs and culinary teams)

Reason for request: Marketing expenses-The Mammoth Food & Wine Experience is still building momentum, and is currently only in its fourth year. The Mammoth Lakes Foundation needs financial support especially in the area of marketing to bring outside-of-the-area visitors to our community. We are asking for Measure U funds in order to grow our participants by expanding our marketing efforts to a wider audience through print, broadcast and digital media ad buys, direct marketing to second homeowners, and direct marketing to food & wine enthusiasts through the participating wineries and chefs.

Entertainment – Some of our requested Measure U funds will allow us to build on the entertainment provided at the event. One of the things we learned last year was the need for more animation at the Grand Tasting. Also several of the Friday night events would have benefited with live entertainment. Also, since the MLF supports cultural programming the inclusion of entertainment at the event aligns it more closely with that aspect of our mission.

Other – Including upscale and high profile chefs, and culinary school teams as part of the “food” portion of the event, creates the right atmosphere. It also enhances the prestige of the event when we can promote these chefs who have their own following. Additional funding will allow us to search out and include the kinds of chefs and chef support that will grow the reputation of the event and raise its prestige in the eyes of our upscale target audience.

Staffing/Volunteer Plan:

Staff:

- Plan and secure funding from a variety of sources
- Secure wineries, chefs, culinary schools
- Secure and contract equipment and facility related services
- Design and produce seminars, Friday night events, etc.
- Prepare press materials, seminar handouts, etc.
- Develop advertisement strategy and materials, implement advertising in media outlets, direct mailings of brochures

- **Secure and facilitate housing and hospitality for chefs/wineries/culinary schools**
- **Mobilize, coordinate, recognize volunteers**
- **Physical set-up, tear-down at event site**
- **Administrative processing of finances**

Volunteers:

- **Event planning (MLF Volunteer Staff and special committees) – 60-70 hours**
- **Set –up, tear-down, maintenance at event locations – 25-30 hours**
- **Registration – 20 hours**
- **Auction items acquisition and set-up/tear down – 30 hours**
- **Conduct and evaluate MLT generated surveys, 20-30 hours – unless supported by MLT**
- **Raffle Sales – including item acquisition – 20 hours**

INTERNAL REVENUE SERVICE
DISTRICT DIRECTOR
2 CUFANIA CIRCLE
MONTEREY PARK, CA 91755-7406

DEPARTMENT OF THE TREASURY

Date: NOV 18 1994

MAMMOTH LAKES FOUNDATION
C/O EVAN RUSSELL
PO BOX 1815
MAMMOTH LAKES, CA 93546-1815

Employer Identification Number:
77-0245395
Case Number:
954279080
Contact Person:
RON GARBER
Contact Telephone Number:
(213) 725-6619
Our Letter Dated:
August 15, 1991
Addendum Applies:
No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

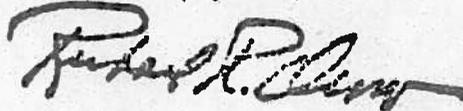
Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,



Richard R. Orasco
District Director

Letter 1050 (DO/CG)

**MAMMOTH LAKES FOUNDATION
BUDGET TO ACTUAL COMPARISON SUMMARY
AS OF JUNE 30, 2013**

	Budget	Actual	Last	Budget
Revenue	YTD	YTD	YTD	Total
Giving programs	422,500	327,002	\$ 287,813	\$ 422,500
Diamond Partnerships	75,000	95,000	60,000	75,000
Friends of the Foundation	25,000	74,000	25,000	25,000
JLA Memorial	-	-	4,906	-
Events	270,613	268,100	225,750	270,613
Arts programs	239,040	225,624	136,151	239,040
Sponsorship	5,900	3,450	6,200	5,900
Other income	18,600	18,994	16,810	18,600
Unrelated income	200	135	210	200
Total revenue	1,056,853	1,012,305	762,840	1,056,853
Fundraising Costs				
Giving programs	37,000	28,737	9,605	37,000
JLA Memorial	-	-	4,906	-
Events	172,000	173,190	177,146	172,000
Plaque program	2,500	139	341	2,500
General fundraising	1,670	1,298	3,173	1,670
Foundation public relations	7,500	2,964	5,734	7,500
Total fundraising costs	220,670	206,328	200,905	220,670
Gross margin	836,183	805,977	561,935	836,183
Administrative expense				
Salaries and related expenses	255,600	244,339	236,526	255,600
Operating expenses	127,425	132,479	123,013	127,425
Summit Condo	4,000	4,468	7,134	4,000
Professional expenses	102,000	99,500	29,253	102,000
Total administrative expense	489,025	480,786	395,926	489,025
College program & cultural				
College programs	46,800	56,691	19,948	46,800
Arts programs	169,430	179,727	160,437	169,430
Campus	40,000	-	-	40,000
Total college & cultural	256,230	236,418	180,385	256,230
Total expense	745,255	717,204	576,311	745,255
Gain (Loss)			36,675	
Other income	-	-	-	-
Bad debt expense	-	-	-	-
Net income before depreciation	90,928	88,773	(51,051)	90,928
Depreciation	75,000	51,148	74,850	75,000
Net income before SGSA	15,928	37,625	(125,901)	15,928
SGSA				
SGSA Revenue	346,144	331,873	263,269	346,144
SGSA Salaries & benefits	78,500	88,710	82,399	78,500
SGSA operating expense	273,542	258,832	262,105	273,542
Income before tax and depreciation	(5,898)	(15,669)	(81,235)	(5,898)
SGSA property taxes	-	-	-	-
SGSA depreciation	233,000	233,509	233,510	233,000
SGSA net income	(238,898)	(249,178)	(314,745)	(238,898)
MLF Total income with depreciation	(222,970)	(211,553)	(440,646)	(222,970)
Total MLF & SGSA depreciation	308,000	284,657	308,360	308,000
MLF & SGSA without depreciation	85,030	73,104	(132,286)	85,030

Mammoth Food Wine Experience

2014 Budget

Income & Expenses	Details	2011 Actual	2012 Actual	2013 Budget	2013 Actual	2014 Budget
Income						
Gifts		\$1,088	\$300	\$500	\$250	\$500
Event Fees		\$14,592	\$31,080	\$48,480	\$38,706	\$40,000
Sponsorships		\$27,600	\$21,650	\$25,000	\$24,900	\$25,000
Raffle		\$8,948	\$8,800	\$10,000	\$5,060	\$8,000
Table Sponsors			\$17,500	\$25,000	\$30,000	\$33,000
Silent Auction		\$22,660	\$21,025	\$22,750	\$17,390	\$20,000
In Kind Gifts		\$67,696	\$57,158	\$73,000	\$49,283	\$60,000
Live Auction		\$15,300	\$36,600	\$34,200	\$27,640	\$30,000
Seminars	incl		\$5,970	\$21,500	\$4,861	\$5,000
Dinners		\$0	\$0	\$13,250	\$15,965	\$18,000
Wine Walk		\$0	\$5,925	\$11,250	\$15,818	\$16,000
Wine Store		\$0	\$0	\$0	\$4,339	\$5,000
Measure U		\$0	\$8,615	\$20,000	\$22,000	\$28,000
Other		\$0	\$1,934	\$2,250	\$0	\$0
Total		\$157,884	\$216,557	\$307,180	\$234,212	\$288,500
Expenses						
Auction		\$6,192	\$2,559	\$4,280	\$4,205	\$4,500
Administration		\$2,184	\$12,046	\$13,886	\$7,177	\$7,500
Inkind		\$67,696	\$57,158	\$73,000	\$49,283	\$60,000
Contract Services		\$15,270	\$12,356	\$20,300	\$8,266	\$9,000
Entertainment		\$400	\$3,300	\$3,300	\$3,700	\$4,000
Food & Wine		\$2,960	\$15,066	\$29,118	\$28,071	\$30,000
Marketing/Advertising		\$4,593	\$11,614	\$20,165	\$20,004	\$31,825
Licenses & Permits		\$767	\$1,773	\$1,975	\$656	\$1,000
Printing & Mailing		\$4,780	\$14,799	\$11,700	\$2,450	\$3,000
Raffle		-\$104	\$951	\$2,200	\$1,099	\$1,200
Ovation Ticket Fees		\$0	\$0	\$0	\$1,271	\$1,500
Website maintenance						\$3,500
Infrastructure		\$10,678	\$10,678	\$17,250	\$7,766	\$10,000
Supplies		\$0	\$0	\$0	\$7,475	\$8,000
Total		\$115,416	\$142,300	\$197,174	\$141,423	\$175,025
TOTAL INCOME		\$157,884	\$216,557	\$307,180	\$234,212	\$288,500
TOTAL EXPENSE		\$115,416	\$142,300	\$197,174	\$141,423	\$175,025
NET INCOME		\$42,468	\$74,257	\$110,006	\$92,789	\$113,475

2014 MFWE MARKETING BUDGET

Exhibit A

	2014	
	Budget	Actual
PRINT	PRINT	
Creative (K. Grans)	1000	
Postcards - 20,000	2000	
Rack Cards 20,000	1500	
Mini postcards - 4,000	500	
Posters - 200	350	
Postage - Misc	250	
POS Print + Mailings	350	
Direct Mailing	1800	
ON-LINE - VARIOUS	ONLINE - VARIOUS	
Websites	250	
Facebook	2000	
Website Updates	500	
PRINT/WEB	PRINT/WEB	
Mammoth Times	1200	
The Sheet (3 pd; 1 trade)	1200	
Reno News & Review	500	
Horizon Magazine	2500	
Sunset - March Issue		
Sunset - May Issue	3500	
SD Reader	500	
OC Register	500	
Coast Magazine	1500	
Doorstop Deliveries	250	
Los Angeles Magazine	2500	
LA Times - special issue	1000	
Mule Days	350	
Inyo Register	325	
RV Journal		
Mammoth jazz		
TIMES - SPONSOR AD FEES		
BROADCAST	BROADCAST	
KMMT/KHRV	300	
Sierra Wave	300	
KUNR	300	
KJAZZ	300	
KIBS	300	
BILLBOARD	BILLBOARD	
Lamar	4000	
Sun Advertising		
MISCELLANEOUS		
Allen & Goel - Promo Item		
TOTALS	31825	

Wednesday, November 27, 2013

Mammoth Food & Wine Experience

Marketing/PR/Event Planning

Draft: November 26, 2013

Program

The 4th Annual Mammoth Food & Wine Experience - a three-day event featuring food, wine, education, entertainment and fun supporting higher education and the arts in the Eastern Sierra and benefiting the Mammoth Lakes Foundation.

Event Activities:

- Twenty-five (25) exceptional wineries pouring over 100 wines from the best wine regions.
- Informative food and wine seminars led by respected vintners and chefs.
- Wine tastings and private wine dinners hosted at restaurants and private homes.
- Tantalizing live and silent auctions.
- Entertainment
- And most importantly, The cooking competition where teams of students from culinary schools compete for the honor of "Best Dish" in "The Great Outdoor Cooking Competition." The competition format is a unique "People's Choice".

Key Message

- **4th Annual Mammoth Food & Wine Experience, *Celebrating Food • Wine • Education.***

Secondary Message

- **Elevate your palate and support education and the arts**

Call to Action

Join us for the 3rd annual Mammoth Food & Wine Experience presented by Honda July 11-13th, 2014, celebrating Food, Wine and Education. Over 30 wineries, culinary experts, seminars and tastings, silent and live auctions and a raffle benefiting culture and the arts in Mammoth Lakes. Reserve a spot for you or a group by calling 760.934.3781 or e-mail mammothfoodandwine@gmail.com

Goals

- 500 attendees at the Saturday Grand Tasting
- \$100,000 raised for higher education and the arts

Target Market

- Past attendees and sponsors
- Leads from Sunset and Horizon Magazine ads in 2013
- MLF high donors
- Second Home Owners
- So. Ca. Visitor Base - Affluent Consumers – Santa Barbara, Los Angeles, San Diego, Orange County, Temecula

Sponsor Targets

People who have donated or sponsored in the past

Hotels

Airlines

Wineries

MMSA

Financial Institutions

Communication companies (SuddenLink, AT&T, Verizon, Google)

Media Outlets (Mammoth Times/Sheet/KMMT, etc.)

Hotel Reservation Companies

Visit Mammoth.com

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Due	Status	Creative	Audience	Responsible	Notes	Budget
37 weeks out (10/31)						
	Done	Winery Letter	Winery participating	NU		
36 weeks out						
	Done	Billboard on 395	Skiers returning from Mammoth	JO	Art done and billboard up	
33 weeks out (11/28)						
		Develop new creative	Internal/Attendees	JO/KG		
31 weeks out						
		Press release – dates and outlines of events	Attendees/press	JO		
29 weeks out (12/27)						
		Website Updated	Attendees/press	MW		
		Finalize pricing	Attendees/press			
27 weeks out (1/9)						
		Chef Letter	Guest Chefs	DM		
		Culinary Schools Letter	Participants	SD		
25 weeks out (1/23)						
		Place MFWE logo and link on MLF events page	Attendees, Sponsors	JO		
		Complete Marketing Plan	Internal	JO		
		Continue creative development collateral materials	Attendees/press	JO/KG		
24 Weeks Out (1/30)						
		Continue to update Facebook Page for MFWE	Attendees, Sponsors	JO	JO responsible for updates	
		Update MFWE in websites(new & appropriate from last year)	Attendees, Sponsors, Press	JO		
23 weeks out (w/o 2/6)						
		Place MFWE logo and link on MLF Home page	Attendees, Sponsors	JO		
		Re-link to last year's photos from MLF website	Attendees, Sponsors	JO		
20 weeks out (w/o 2/20)						
		Creative for Rack Cards to Certified	Attendees/Sponsors	JO		
		Creative for web banner ads; e-mail template; postcards		JO/KG		
		Chamber meeting—Present Sponsorship/Donation Opportunities	Potential sponsors/ attendees/prize donations	JO		
19 weeks out (w/o 2/27)						
		Finalize Rack Card Creative/Arrange printing		JO/KG		
		PR #2 – Wineries on Board + website up and running	Press/Attendees/Sponsors	JO		
	Ongoing	Continue pitching blogs, websites, radio, TV, print outlets	Attendees/Sponsors	JO		
		Live on Eventbrite	Attendees/Sponsors	SK		

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18 weeks out (w/o 3/5)					
		Postcard Printing – 2 nd Homeowners + Postcard Drop Mammoth & Bishop	Attendees, Sponsors	JO/KG/	
		Finalize Poster – First Run	Attendees, Sponsors	JO/KG/	
17 weeks out (w/o 3/12)					
		Rack Card Printing		JO	
		Update MFWE Website	Attendees, Sponsors	MW	
		PR#3 – Chefs/Seminars/ Winery update	Press, Sponsors, Wineries, Attendees	JO	
		Meet with TIMES re: insert		JO	
16 weeks out (w/o 3/19)					
		Rack Card Placement	Attendees, Sponsors, Mammoth Visitors	JO	
	On- going	Pitch to outside media to cover MFWE (see list below)	Press, Sponsors, Wineries, Attendees	JO	
		Poster Placements-First run	Locals/Visitors – Mammoth/Bishop/ June/Big Pine	JO/	
		Postcard drop arrives in mailboxes		JO	
		MLF Email Blast #1		JO	
		Meeting with SHEET re: ads		JO	
15 weeks out (w/o 3/26)					
		MFWE Facebook event Facebook ads- KG create template/MLF place ads	Press, Sponsors, Wineries, Attendees	JO/KG/ MW	
		Create radio spot(s)	Attendees	JO	
		Send email content to wineries and get wineries to post info on their websites & Facebook	Press, Sponsors, Wineries, Attendees	JO	
		MLF email #2: announce call for Big Raffle Prize – or Auction Items	Attendees/Sponsors /MLF Supporters	JO	
14 weeks out (w/o 4/2)					
	ongoing	Confirm event in local online event calendars	Press, Sponsors, Wineries, Attendees	JO	
	ongoing	Social media updates – Twitter/Facebook – Continuous	Press, Sponsors, Wineries, Attendees	JO	
13 weeks out (w/o 4/9)					
		Continue contacting blogs re: festival	Press, Sponsors, Wineries, Attendees	JO	
		Get winery logos for MFWE website & Poster revise		NU	
		Solicitation of raffle/auction items (continuous)		NU/GB	
		Email Blast #3 – MFWE is coming! – Alert		JO	
		Send rack cards and posters to participating wineries		JO/SK	

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11 weeks out (4/23)

		Update MLF website- home & event pages		JO		
		Update MFWE website – home & event pages		JO		
		Update event in local online event calendars with any new news		JO		
		Email Blast #4 – Raffle Grand Prize		JO		
		Place web buy(s) (Facebook)		JO		
		Continue to promote via social media		JO		

10 weeks out (4/30)

		Create Invitation to MLF Donors		JO/MW		
		Social media- continuous		JO		
		Letter to editor/press release about MLF/NOW partnership		JO		
		Chamber Meeting re: Update MFWE		JO		
		MLF Email Blast #5: Social media resources		JO		
		Send rack cards and posters to newly participating wineries		JO/JH		

9 weeks out (5/7)

		Social media- continuous		JO		
		Create ads for newspaper (Sheet + Times)		JO		
		Continue live and silent auction solicitations		NU/GB		
		Start Facebook ads (started 5/2)		JO		

8 weeks out (5/14)

		MLF email #6: Tickets Live		JO		
		Social media- continuous		JO		
		Follow up w/ media		JO		
		Solicitation of raffle/auction items (continuous)		NU/GB		
		Distribute NOW flyer/letter to elementary schools and Middle School		JO		
		MLF Mailer #2: Invitation in mail	Donor Perfect List	JO		

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7 weeks out (5/21)

		Hang/refresh posters (Mammoth, June, Bishop)		JO		
		Social media- continuous		JO		
		Email Blast #7		JO		
		Send volunteer letter to students		JK		
		Radio station giveaways arranged		JO		

6 weeks out (5/28)

		Social media- continuous		JO		
		Email Blast #8 – Auction Items needed		JO		
		Draft letter for raffle ticket to targeted 1600 donors		JO/MW		
		Email Blast #9 – Wine Dinners		JO		
		Solicitation of raffle/auction items (continuous)		NU/GB		

5 weeks out (6/4)

		MLF email #10: buy raffle tickets-Recap Schedule		JO		
		Create Sat. night program/auction catalog		NU		
		Email blast #11 – Wine Walk				
		Visit Sunrise Rotary and sell Raffle tickets		NU		
		Visit Noon Rotary and sell Raffle tickets		JO/SD		
		Raffle tickets distributed to local sites for sale		TBA		
		Coordination of on-site raffle sales with volunteers		JK		
		Social media- continuous		JO		
		KMMT – ACE Program – Interviewee TBA		JO		

4 weeks out (6/11)

		Social media- continuous		JO		
		Create talking points for Auctioneer at event		NU/JO		
		Volunteers lined up and begin assigning duties		JK		
		Email blast #12– Grand Tasting event		JO		
		KMMT/Sierra Wave/KIBS– Interviewee TBA		JO		

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3 weeks out (6/18)					
		MLF email #13: Seminars Filling Fast countdown!			
		Re-hang posters		JO	
		Social media- continuous		JO	
		Meet with Photographers to discuss specific needs		JO	
		Email Blast #14 – Entertainment			
		KMMT/Sierra Wave/KIBS– Interviewee TBA		JO	
2 Weeks out (6/25)					
		MLF email #15 – Event is Coming - Hurry		JO	
		Print Sat. night program/auction catalog		MW/JH	
		Social media- continuous		JO	
		Arrange Live Radio Interviews		JO	
		KMMT – ACE Program – Interviewee TBA		JO	
1 Week out (7/2)					
		MLF email #16: this week!		JO	
		Social media- continuous		JO	
		Facebook uploads during event		JO/MW	
		KMMT/Sierra Wave/KIBS– Interviewee TBA		JO	
Post event (7/9)					
		MLF email #17: thank you/success!		JO	
		MLF mailer #3: Thank you notes		JO/MW/SD/ER	
		Track/record earned media			
		Press release: thank you/success!		JO	
		Social media- thank you Facebook/Twitter/MLF web/MFWE Web		JO	
		Review photos and Upload Photo Gallery to Flickr		JO	



MEASURE U PERFORMANCE REPORT

As a recipient of Measure U funds, the Mammoth Lakes Town Council has required that each organization provide a written report upon completion of their project, program or service.

"They [funding recipient] are responsible for record keeping, implementation and being able to provide proof of how public funds were spent and, in the case of multi-year funding support, making sure the project is achieving its goals. They will provide a written report to the Measure U Application Committee upon completion of the project or on an annual basis, determined by the timeline of the project."¹

The Measure U Performance Report is required to be completed and submitted no more than 60 days after the completion of your project/service/agreement, or upon direction of the Measure U Application Committee.

This Performance Report has to be completed prior to the submittal of an additional Measure U Funding Application. The recipient may also wish to present their Performance Report to the Measure U Application Committee as a public presentation.

Submittal Instructions:

Submit your Performance Report via email, hard copy, or on a USB memory stick. Applications can be in color or B/W, sized to, or folded to 8.5" x 11" (portrait). No faxes.

Submittal Address:

Town of Mammoth Lakes
Recreation Department
Attn: Stuart Brown
P.O. Box 1609
Mammoth Lakes, CA 93546
Ph: (760) 934-8989 ext. 210
Fax: (760) 934-8608
Email: sbrown@ci.mammoth-lakes.ca.us

Thank you!

¹ Page 16: Town of Mammoth Lakes *Measure U Funding Process Development Report*, Adopted by Town Council: February 15, 2012.

MEASURE U RECIPIENT PERFORMANCE REPORT

RECIPIENT INFORMATION

Name of Organization: Mammoth Lakes Foundation
Type of Organization (non-profit, HOA, Govt.): 501c3 non-profit
Contact Person: Juliana Olinka
Organization's Address: P.O. Box 1815, 100 College Parkway
State / Zip: CA 93546
Office Phone Number: 760-934-3781
Email Address: Juliana@mammothlakesfoundation.org
Internet Address: www.mammothlakesfoundation.org

PROJECT SUMMARY

Name of Project: Mammoth Food & Wine Experience

Measure U Award Cycle (year/season): Spring 2013

Measure U Funds Requested: \$ 20,000

Measure U Funds Awarded: \$ 15,000 MFWE
5,000 joint tent rental

Measure U Funds Expended: \$ 14,942.77
(Please provide an itemized list of expenditures)
\$5,000 for portion of tent rental, paid for by TOML directly
\$14,945.77 - for marketing costs per attached.

Print materials and creative:	\$ 3,480.31
On-line, Social Media	\$ 1,189.21
Billboard (Hwy 395)	\$ 1,590.00
Expanded print program (Horizon, Sunset Magazine, LA Times, etc.)	\$ 7,741.25
Broadcast (Radio)	\$ 945.00
	<hr/>
	\$14,942.77

PROJECT DETAILS

1. Were all the Measure U Awarded Funds expended? Yes

If Yes, and more money was expended than awarded, please explain:

Measure U Funds were not the sole source of financing for the event. We spent the balance of the planned budget, as submitted with the original application, in addition to the Measure U funds awarded.

If No, please explain why they were not used, and when you anticipate using the funds:

2. In detail, describe your project and/or service delivered and completed using Measure U funds.

The Mammoth Food & Wine Experience achieved its goal of providing a three-day event and growing attendance over the previous year. The event consisted of food and wine seminars, wine tasting, educational experiences. It added two features this year that grew the Friday numbers in particular and effectively marketed those events to attendees.

3. Please identify what products and/or services were purchased with Measure U funds.

Tent rental (\$5,000 – a shared portion with three other events and paid for by the Town of Mammoth Lakes); advertising/marketing expenses.

Marketing (\$15,000): We were able to expand our marketing reach and increase our visibility to a larger targeted audience outside of Mammoth Lakes through the use of Measure U funds. Print advertising included joint mailer with three other arts/culture organizations that also shared the tent; Sunset Magazine (2 issues generating over 400 leads in Western region, most from CA); LA Times Special Insert – “Jonathan Gold’s Top 100 Restaurants in LA” (included one of our guest chef’s restaurants!); Horizon (Alaska Airlines) special issue featuring Mammoth Lakes; Sierra Heritage Magazine special insert placed in key summer venues, including Yosemite hotels; and more. Samples attached.

4. Based upon your project type, describe the ownership and maintenance responsibilities of your project and/or service.

We were responsible for putting on a three-day event that included food and wine seminars; a Burger Battle; Dinners with featured chefs/venues; a Wine Walk in the Village; Grand Tasting with Student Cooking competition; Silent and live auctions; raffle; Sunday Brunch. We arranged for the locations where all the activities took place; invited and housed chefs, winery representatives, and culinary school participants; coordinated all marketing; solicited sponsors, donors and in-kind donors; staffed the activities with in-house staff and volunteers; coordinated all necessary permits and licenses with the town and other appropriate authorities. Marketing efforts included coordinated mailing with three other venues sharing the same tent space on the MLF grounds through mid-August; paid media (including negotiating rates), social media (paid and unpaid), exploring new opportunities, etc.

5. Were volunteer hours used for any phase of your project and/or service?

If YES, please identify how many hours and the value of those hours:

521 total hours = \$11,535 (at \$22.14 – new National Value of Volunteer Time)

6. Were any other funds (Public – includes Measure R or U, and/or Private) used to complete or deliver the project and/or service?

If YES, please list:

Additional funds were acquired through Sponsorships, ticket sales, in-kind donations, the Mammoth Lakes Foundation operating budget.

7. Describe how your project and/or service is providing a measurable community benefit (incremental visits, revenue, etc.) to the residents and visitors of Mammoth Lakes?

The event draws people from outside the area and second home owners, and introduces them to Mammoth Lakes as a cultural destination not just a sports destination. Expanding the visitor base in the summer and exposing more non-residents to the cultural opportunities available in TOML can only increase benefits to everyone. The event itself draws attendees from within the community but also those outside who are of above-average income bracket and looking for a food and wine experience in a beautiful setting. Based on responses to surveys collected, attendees spent money beyond fees attached to participating in the event itself, therefore providing benefit to local businesses as well. It also tends to draw new people into the area, or new to summer in the area, and converts some of them to returning visitors, and/or summer users in addition to winter users.

8. Please provide any additional information regarding your project and/or service that you would like the Measure U Application Committee to review.

The TOML should provide additional support to the marketing efforts of arts & cultural organizations/events. Arts & Cultural programming appeals to a different market segment of resident and visitors. This market segment tends to be older, better educated, and more affluent. Strong arts & cultural programming available in Mammoth adds another dimension to the many other activities our area has to offer and broadens our appeal. When every market segment of visitors have a choice we want them to know that Mammoth is where they should go to enjoy, vacation, visit, and spend their money.

9. Please provide your comments and/or suggestions on how the Measure U Application Committee can improve the Measure U funding process.

Measure U Task force should be created to review the event funding process and recommend a set of parameters that:

- Places a greater emphasis on arts and culture—part of the original intent of Measure U versus its current emphasis on driving TOT. Measure U was voted on by the people “for the following purposes: Planning, construction, operation, maintenance, programming and administration of facilities and projects for mobility, recreation and arts & culture.” A definition of “Arts & Culture” must therefore be clarified.
 - The quality in a person or society that arises from a concern for what is regarded as excellent in arts, letters, manners, scholarly pursuits, etc. (Dictionary.com)
 - “Creating, discerning and negotiating meaning—both in and out of context – lie at the core of all arts and culture. What is/are the artist(s) attempting to communicate...the meaning of a play, a song, a dance, a symphony, a design, a

painting, a poem, or a passage from a novel...Throughout the ages, arts and culture is where human beings turn when they want to expand their minds and their horizons...Art and culture bring meaning to life...even as they infuse and breathe life into meaning." (Arts, Culture and Meaning [Michigan State University] Mike Jenkins, December 14, 2010)

- Cultural arts refer to transformation and a collaboration of different art forms. The term embodies creative thinking and critique, which encompasses the analyses of contemporary visual culture alongside other art forms i.e. visual art, literature, music, theatre, film, dance, etc. Cultural arts help to explain the world in which we live, worldview and often challenge current ideas, thoughts and practice. In general, cultural arts are multidisciplinary, interdisciplinary and cross-genre. Cultural arts are less about definition and more about meaning and making sense of our current environment through an exploration of creativity. Sometimes known as multifunctional-cultural arts. (WIKEPEDIA) ;
- Makes a distinction between not-for-profit and commercial event producers, a distinction that places greater requirements for commercial enterprises before they can receive public monies;
- Makes the application process more transparent and even-handed (no group should have a preference based on a "better" looking or "more thorough" application than any other group);
- And begin to allocate and set aside a portion of Measure U funds for possible permanent venue space in the future.

10. Will your organization be submitting a Measure U funding request in the future?

If YES, please explain: Yes, we intend to submit Measure U funding requests for this event in the future. As we continue to grow the event, and work with other organizations in the community to share event space, we hope to create an environment friendly to a more permanent venue.