



MEASURE U APPLICATION COMMITTEE

SPECIAL MEETING

TUESDAY, April 16, 2013

TOWN COUNCIL CHAMBERS/SUITE Z, MINARET VILLAGE SHOPPING CENTER

8:30 AM – 10:30 AM

NOTE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Town Clerk at (760) 934-8989, ext. 267. Notification 48 hours prior to the meeting will enable the Town to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 13.102-35.104 ADA Title II)

ROLL CALL: Committee Members: Bill Sauser, Joyce Turner, and Sandy Hogan.

PUBLIC COMMENTS

APPROVAL OF MINUTES

1. Regular meeting of March 12, 2013

DISCUSSION ITEMS

2. Conduct an analysis of the 2013 Measure U Spring Award and make recommendations for future awards.
3. Provide a recommendation to Town Council regarding the composition of the Measure U Application Committee.
4. Discuss the formation of a Committee to provide recommendations to the Recreation Commission and Town Council on the best use of Town funds for Arts and Cultural events including a proposed management, evaluation, application and funding process.
5. Provide direction to staff regarding the annual administration of Measure U funds.
6. Schedule next meeting of the Measure U Application Committee
 - a. Request for discussion items

ADJOURNMENT



MEASURE U APPLICATION COMMITTEE

DRAFT MEETING MINUTES

TUESDAY, MARCH 12, 2013

TOWN COUNCIL CHAMBERS/SUITE Z, MINARET VILLAGE SHOPPING CENTER

The meeting was called to order by staff at 8:41 a.m.

In attendance: Bill Sauser, Sandy Hogan and Joyce Turner.

Staff in attendance: Stuart Brown, Jessica Morriss.

PUBLIC COMMENTS:

None.

APPROVAL OF MINUTES:

1. A motion was made by Ms. Hogan, seconded by Mr. Sauser to accept the February 12, 2013 meeting minutes as presented. All in favor (3-0). Motion approved.

DISCUSSION ITEMS

1. **Discuss and provide recommendations to Town Council on the use of Town funds for special events.**

Staff made a presentation to the Committee and there was discussion among Committee members and the public.

Staff stated that a joint workshop has been scheduled with the Recreation Commission and members of the Mammoth Lakes Events Coalition (MLEC) on Tuesday, April 2, 2013 at 10:00 a.m. to further discuss this complex item and present recommendations to Town Council. The Committee members were interested in discussing a mechanism for award and a tiered system specific to for/non-profit organizations hosting special events in Mammoth Lakes.

2. Conduct the 2013 Measure U Spring applicant presentations and funding recommendations for Town Council consideration on April 3, 2013.

a. Applicant Presentations

- 8:47 AM: Town of Mammoth Lakes - Municipal Wayfinding
8:58 AM: ESTA - NextBus GPS Enhancement
9:10 AM: Mammoth Track Club - Construction & Programming
9:25 AM: MMCF/TOML - Mammoth Kamikaze Bike Games
9:42 AM: SWFFF - Fly Fishing Faire
9:53 AM: Black Diamond Foods - Mammoth Margarita Festival
10:15 AM: RECESS
10:25 AM: MLEC – Joint application for Summer Arts & Culture Event support
- Mammoth Lakes Jazz Jubilee
 - Chamber Music Unbound
 - Mammoth Bluegrass Festival
 - Villagefest
 - Children’s Fishing Festival
 - Fiesta Caliente
 - Mammoth Food & Wine
 - Old Mammoth Road Events – NO APPLICANT PRESENT
 - Mammoth2Bishop Bike Ride – NO APPLICANT PRESENT
 - Sierra Summer Festival
 - Mammoth Rocks

12:45 PM: MEETING ADJOURNED FOR LUNCH

b. Funding Recommendations

- 1:39 PM: MEETING CALLED TO ORDER
1:40 PM: Mammoth2Bishop Bike Ride

At the completion of the applicant presentations, the Committee by consensus determined that they will evaluate the Mammoth Lakes Events Coalition (MLEC) as a collective group, but score and make funding recommendations for each applicant.

2:15 PM: RECESS

2:25 PM: MEETING CALLED TO ORDER

The Committee evaluated each application using the 2013 Measure U project filter and checklist. By consensus one filter was created for each application.

A motion was made by Mr. Sauser, seconded by Ms. Turner to require each special event funding applicant identified with an asterisk provide a Measure U Performance Report,

including a detailed profit and loss statement at the completion of their special event. The Committee also stated that these applicants would be considered to 'pay-back' of Measure U funds pending any net proceeds derived from the special event, contingent on the April 2, 2013 joint Recreation Commission/MLEC workshop and subsequent Town Council action. Motion approved (2-1).

The Committee conducted the 2013 Measure U Spring funding recommendations.

A motion was made by Ms. Hogan, seconded by Mr. Sauser approving the 2013 Measure U Spring funding recommendations as identified in Table 1 in the amount of \$455,635. Motion approved (2-0). Ms. Turner abstained from voting as per a conflict of interest with a funding application.

Table 1:

 2013 Measure U Spring Award Funding Recommendations				
#	Applicant	Project	Request	Recommendation
1	Town of Mammoth Lakes	Municipal Wayfinding	\$ 77,350.00	\$ 77,350.00
2	Eastern Sierra Transit Authority	NextBus GPS Enhancement	\$ 19,000.00	\$ 19,000.00
3	Mammoth Track Club	Mammoth Track Construction & Programming	\$ 103,425.00	\$ 90,925.00
4	MMCF/TOML	Mammoth Kamikaze Bike Games*	\$ 100,000.00	\$ 50,000.00
5	Southwest Council, Federation of Fly Fishers	Fly Fishing Faire*	\$ 7,500.00	\$ 7,500.00
6	Black Diamond Foods LLC dba Gomez's	Mammoth Margarita Festival*	\$ 15,000.00	\$ 15,000.00
	Mammoth Lakes Events Coalition	Summer Arts & Culture Special Event Support		
7	Mammoth Lakes Jazz Jubilee	Jazz Jubilee*	\$ 33,000.00	\$ 33,000.00
8	Chamber Music Unbound	Mammoth Lakes Music Festival*	\$ 12,000.00	\$ 12,000.00
9	Mammoth Bluegrass Festival	Mammoth Bluegrass Festival*	\$ 35,000.00	\$ 35,000.00
10	VillageFest	VillageFest*	\$ 12,000.00	\$ 12,000.00
11	Mono Council for the Arts	Kids Fishing Festival*	\$ 7,000.00	\$ 7,000.00
12	Mammoth Lakes Foundation	Mammoth Food and Wine Experience*	\$ 20,000.00	\$ 20,000.00
13	Old Mammoth Road Event Group	OMR Events*	\$ 10,000.00	\$ 10,000.00
14	High Sierra Events	Mammoth2Bishop Bike Ride*	\$ 25,000.00	\$ 5,000.00
15	Sierra Summer Festival & Performing Arts	Sierra Summer Festival*	\$ 9,000.00	\$ 9,000.00
16	ML Chamber of Commerce	Mammoth Rocks*	\$ 15,000.00	\$ 15,000.00
17	Mono Council for the Arts	Fiesta Caliente*	\$ 25,860.00	\$ 25,860.00
18	Mammoth Brewing Company	Hop n' Sage*	\$ 5,000.00	\$ 5,000.00
19	Mammoth Brewing Company	Winterburn - WITHDRAWN	\$ -	\$ -
20	Mammoth Trails (received 2-11-13)	Special Event Enhancement - Barricades	\$ 7,000.00	\$ 7,000.00
Total Amount of Requests:			\$ 538,135.00	\$ 455,635.00
Available funds:			\$ 498,400.00	\$ 498,400.00
Balance (diff.)			\$ 39,735.00	\$ 42,765.00

Applications closed Feb. 1, 2013 at 5:00 p.m. Applications in no particular order.

3. Schedule next meeting of the Measure U Application Committee
a. Request for discussion items

The Committee scheduled the next meeting of the Measure U Application Committee on Tuesday, April 16, 2013 in Suite Z at 8:30 a.m. Discussion items include:

- Composition of the Measure U Application Committee
- Measure U Awards

ADJOURNMENT

The Committee adjourned the meeting at 4:22 p.m. to April 16, 2013.

MEASURE U APPLICATION COMMITTEE STAFF REPORT

Subject: Conduct an analysis of the 2013 Measure U Spring award and make recommendations for future awards.

Initiated by: Measure U Application Committee

Written by: Stuart Brown, Recreation Manager

INTRODUCTION

The purpose of this item is for the Measure U Application Committee to conduct and analysis of the 2013 Measure U Spring award and make recommendations for future awards.

BACKGROUND

On December 5, 2012, Town Council approved the 2013 Measure U Spring Award timeline, funding categories and priorities, and directed the Town Manager to conduct the 2013 Measure U Spring Award. The 2013 Measure U spring application period opened on January 7, and closed on February 1, 2013.

A total of 20 individual funding applications were received for a total request of \$538,135. A list of the organizations requesting funding can be viewed online: <http://www.ci.mammoth-lakes.ca.us/index.aspx?nid=514>

On April 3, 2013, Town Council approved the Measure U Application Committee's 2013 Measure U Spring funding recommendations in the amount of \$472,468.33, adopted the resolution appropriating \$184,425 of Measure U Funds for FY 2012-13, and directed staff to include the balance of funds in the FY 2013-14 Town budget.

ANALYSIS & DISCUSSION

Staff recommends that the Committee conduct an analysis of the following components of a typical award process as it relates to the 2013 Measure U Spring Award.

- Timeline – funding cycles
- Funding Categories

- 'High level' Goals & Priorities
- Measure U project application form
- Executive Summary – specifies overview of project and amount of funding requested and categories of funding
- Detailed Budget
- Conceptual Plan
- Evaluation filter
- Instruction Packet
- Primary Filter Review
- Applicant Presentations
- Funding Recommendation Process
- Town Council Award/Workshop
- Performance Report
- Other

RECOMMENDATION

Conduct an analysis of the 2013 Measure U Spring award and make recommendations for future awards.

MEASURE U APPLICATION COMMITTEE STAFF REPORT

Subject: Discuss the formation of a Committee to provide recommendations to Town Council on the best use of Town funds for Arts and Cultural (special) events including a proposed application, evaluation, and funding process.

Initiated by: Measure U Application Committee

Written by: Stuart Brown, Recreation Manager

INTRODUCTION

Discuss the formation of a Committee to provide recommendations to Town Council on the best use of Town funds (Measure R/U) for Arts and Cultural (special) events including a proposed application, evaluation, and funding process.

BACKGROUND

Town Council is scheduled to discuss the potential implementation of a policy for the appropriate use of special use taxes for Arts & Cultural (special) events in Mammoth Lakes and both the Measure U Application Committee and Recreation Commission have actively engaged themselves with making those recommendations.

On April 2, 2013 the Measure U Application Committee participated in a very informative and productive joint workshop with the Recreation Commission and members of the Mammoth Lakes Events Coalition (MLEC) to collectively develop recommendations for Town Council. Both the MLEC and Mammoth Lakes Foundation provided written documents that were discussed and are attached to this staff report.

At the conclusion of the meeting staff, recommended that both the Measure U Application Committee and Recreation Commission consider forming a 5-person working group made up of Measure U Committee members, Recreation Commissioner's, and representatives from the Mammoth Lakes Events Coalition (MLEC) to work with staff on this

issue, and in a broader perspective, further the advancement of special events and the benefits they provide to the community of Mammoth Lakes.

On April 9, 2013 at the regular meeting of the Recreation Commission, the Commission recommended convening the Measure U Steering Committee and the Measure U Application Committee to a special meeting on April 16, 2013. The goal of this discussion, is to prior to forming the special task force or Committee, is to firstly discuss the appropriate composition (3, 5, 7 members) and detailed scope of work of the Committee.

ANALYSIS & DISCUSSION

To further the discussion and to provide some insight on how other municipalities address this funding issue, and if any mechanisms of funding or guidelines could be utilized in Mammoth Lakes, staff conducted preliminary research and has included an overview of the funding programs from Telluride, The Town of Eagle, and the City of Ventura. Staff has also received information on Park City in Summit County and how they administer the Recreation Arts and Parks (RAP) Program. This information is available upon request.

- ***Telluride: Commission for Community Assistance, Arts and Special Events (CCAASE)***

The mission of CCAASE is to develop, maintain, and encourage an environment conducive to the following community organizations:

- 1) Arts and Special Events Organizations (non-profit arts organizations and special events)
- 2) Community Support Organizations (non-profit community programs for citizen welfare and education)

CCAASE administers Town Special Event Policies and recommends annual funding allocations to the Town Council for community non-profit organizations, including arts organizations, special events, and non-profits that preserve or enrich the health, education, welfare, and fitness of the community. CCAASE also establishes and maintains a yearly town calendar of events.

CCAASE consists of volunteer board members appointed by the Town Council to serve selected terms of office.

All of CCAASE funding comes from town sales tax revenue and other town taxes. Funds that are allocated by the Town Council for Arts and Special Events and those allocated for Community Support Grants will be kept separate and not be commingled. Staff has attached the 2013 CCAASE Grant Guidelines and accompanying grant application form (Attachment B).

- **The Town of Eagle: Marketing and Events Advisory Committee (MEAC)**

In November of 2011, Town of Eagle voters approved a hotel room tax dedicated to market town amenities and create events to improve the town's economy. The Board of Trustees quickly formed a Marketing and Events Committee (MEAC) and hired a staff member to coordinate activities. The Committee is a diverse collection of business and community members.

Objectives: The MEAC will increase awareness of Eagle's attributes in key markets to event promoters and consumers. The MEAC supports a calendar of events to accomplish the following goals:

- Elevate the profile of Eagle
- Increase sales and lodging tax revenues
- Increase length of tourist visits
- Encourage visitor loyalty; increase return rates
- Increase brand awareness
- Increase website traffic
- Appeal to diverse target markets
- Provide community and high quality of life for guests and residents
- To qualify for funding review, events must support these strategic priorities and objectives

Staff has attached the 2013 MEAC 2013 Events Funding Guidelines (Attachment C) to this staff report.

- **City Of Ventura: Cultural Funding Grant Applications and Guidelines.**

The City of Ventura Office of Cultural Affairs manages the Cultural Funding Grant Program. The program is open to any Ventura-based arts non-profit. \$90,000 will be awarded on a competitive basis to non-profit arts organizations, with grants ranging in size from \$3,000-\$20,000.

The City of Ventura Cultural Funding Program, first developed in 1993, supports the following cultural goals of the community as stated in the 2005 Ventura Cultural Plan and in the “Our Creative Community” section of the 2005 Ventura General Plan:

- To support Ventura’s cultural infrastructure of arts organizations and artists
- To ensure comprehensive access to and involvement in cultural opportunities by all segments of the community
- To support economic development and increase tourism
- To enhance lifelong learning opportunities in the arts for all ages

Staff has attached the 2013-13 Cultural Funding Program (Attachment D) to this staff report

Question related to the use of Town funds

On February 12, 2013 at the regular meeting of the Measure U application Committee, the Committee directed staff to distribute the 5 questions listed below to funding applicants to gather their thoughts and recommendations on this complex issue.

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage of the funds should be returned?
- B. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose?

- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient?
- D. Should Town Council have oversight on how the surplus event funds be used for organizations?
- E. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers?

On April 2, 2013 the Recreation Commission responded to the 5 questions, however, as it was a workshop, no action was taken. Staff can provide a verbal update to the Committee if desired, regarding the Commissioner's comments.

Staff collated 18 pages of suggestions and recommendations from members of the MLEC which were discussed by the Measure U Application Committee on March 12, 2013. The Committee members stated that they were interested in discussing a mechanism for award and a tiered system specific to for/non-profit organizations hosting special events in Mammoth Lakes.

As part of their 2013 Measure U Spring funding recommendations for Town Council consideration on April 3, 2013, the Committee also recommended by motion that all special event funding recipients would be considered to 'pay-back' Measure U funds pending any net proceeds derived from the special event, contingent on the April 2, 2013 joint Recreation Commission/MLEC workshop and subsequent Town Council action.

Town Council awarded the funds on April 3, 2013 as per the Committee's recommendations but in the resolution stated that: "WHEREAS, sufficient tax receipts have been received to fund the new appropriations, and the fund, to be as follows, subject to the requirements of any future policy adopted by the Town Council which may require repayment and/or profit sharing by funding recipients."

It is evident that Town Council is being responsive to the needs of the event organizers and is allowing all parties sufficient time to investigate the issue, identify questions and make policy recommendations. Staff is scheduled to provide Town Council with an update on the discussions at the April 17, 2013 regular meeting.

RECOMMENDATION

Recommend that a 5-person Committee composed of 1 Measure Application Committee member, 1 Recreation Commission member, 1 Measure U Steering Committee member, and 2 “At large” Arts and Cultural (special) event organizers that represent a cross section (small/med./Large) of the current arts and cultural events (for-profit/not profit) be appointed by Town Council using the appointment process as identified in the Advisory Body Handbook.

Attachments:

- A. MLEC response to the 5 Measure U Committee Questions.
- B. MLEC recommendations, presented April 2, 2013
- C. Mammoth Lakes Foundation Responses to the April 2, 2013 Staff Report.
- D. 2013 CCAASE Grant Guidelines
- E. 2013 MEAC 2013 Events Funding Guidelines
- F. City of Ventura 2013-13 Cultural Funding Program

Feb. 13, 2013

Dear 2013 Measure U spring funding applicants,

On Tuesday, February 12, 2013 the Measure U Application Committee discussed the use of Town funds (Measure R/U) for special events. Action from the meeting was to distribute the 5 questions listed below to funding applicants to gather their thoughts and recommendations.

1. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned?
2. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose?
3. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient?
4. Should Town Council have oversight on how the surplus event funds be used for organizations?
5. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers?

In general, the Committee is also requesting additional ideas and comments from the applicants on how to most efficiently use Measure U funds.

Thank you in advance for providing your thoughts and recommendations regarding this important policy item. Please reply with your comments no later than Monday, February 25, 2013. Staff will present the findings to the Measure U Application Committee on February 26, 2013.

Kind regards,

Stu

MARK DEEDS – MLEC COORDINATOR

Stuart/Sandy/Bill/Joyce,

These are all very important items to be discussed and remain key action items on the list for the MLEC. As you know, the MLEC has already begun discussing these items but admittedly has a long way to go in this process. I am not sure if requiring the applicants to individually develop answers to these question prior to the February 26 presentation will be the most productive or realistic expectation. I think at best a consensus may be reached on these questions but substantive answers, given the limited amount of time, will be lacking.

Properly researching and addressing these items represents a lot of work and the primary reason why the MLEC is continuing to seriously look at an executive director or administrator to keep this momentum moving forward. This, to my my knowledge, would be precedent setting and critically important for Mammoth. I am currently unaware of any other cities that have a similar type of Measure (U), U committee and a special events coalition. Not to mention MLT, a passionate Recreation Commission and Council all committed to the same mission and purpose. We have a very special and unique opportunity and a committed group of individuals in the MLEC to keep this moving forward. Therefore, I suggest not rushing this. It needs to be done right and we will need more time to accomplish this.

I am taking a big step back from directly involving myself in the production and creation of specific events but remain very interested in advancing with the Coalition and its mission. Addressing these questions is a key component of this and too important to rush .

One of the major benefits of the MLEC is it is comprised of like minded, professional event producers that combined can arrive at more thoroughly vetted answers to the above questions. Please consider allowing the coalition an extension to gather the necessary data and information in order to provide you with a much more complete and thorough reply to these questions. The MLEC could commit to a date prior to the next funding cycle.

I understand Sean and Teri on the Recreation Commission have volunteered to begin researching some of the items below. Please forward this to them as I would like to assist them in any way possible.

Thank you very much for all of the time that you are contributing to this process.

Mark Deeds

C. 760-709-6459

ESTA

The answers to the Follow-up Questions for ESTA's Spring 2013 Measure U application are listed below. For the most part, I don't believe the questions really apply to ESTA's non-event project application. Nonetheless, answers are supplied.

1. ESTA's 2013 grant application is for a new project. Accordingly, no previous financial statement exists for a prior GPS enhancement project.
2. ESTA applied for, and was awarded \$24,000 through the 2012 Measure U program for Special Event Transportation. A fund balance of \$13,000 remains in the special event trolley fund for use this summer. That project was completely separate from ESTA's 2013 application for GPS enhancement for the trolleys totaling \$19,000. Accordingly, a comparison of the two dollar amounts is not meaningful.

3. ESTA is not requesting multiple years of funding.

Please contact me if you need any further information.

John Helm
Executive Director
Eastern Sierra Transit Authority
760.872.1901 x12

DAN LEHMAN – BLUEGRASS FESTIVAL

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned?
Surplus funds from ‘for-profits’ should be returned in their entirety.
- B. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose?
Surplus funds from ‘non-profits’ should be exempt. Surplus funds from ‘for-profit’ organizations should be returned in their entirety. I suggest that the returned ‘for-profit’ funds be set-aside for the establishment of a special “tourist aid” fund. A “tourist aid” fund could be utilized to assist stranded visitors who, though special circumstances, have become stranded without funds to return home. Special circumstances would be injury, victims of crime, auto malfunction, identity theft or any circumstance deemed worthy of assistance. Worthy assistance would include basic necessities, such as: lodging, auto repair, emergency evacuation, food, transportation to their home, etc. Further, the fund should be administered solely by Mammoth Lakes Tourism (to eliminate unnecessary bureaucracy). The establishment of such a fund as this would put the Town of Mammoth Lakes in a favorable light, as viewed by other similar recreational towns and the public at-large.
- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient?
Yes
- D. Should Town Council have oversight on how the surplus event funds be used for organizations?
Yes
- E. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers?
Yes – ‘Non-Profits’ only

In general, the Committee is also requesting additional ideas and comments from the applicants on how to most efficiently use Measure U funds.

Measure U Funds should be distributed on a more incentivized, pre-determined sliding scale. For example, new events (1-3 years) should receive the majority of funds available. 'For-profit' events that have been in existence from 3 to 5+ years, should have proven themselves and should not be eligible for future funds.

ALANA LEVIN – MAMMOTH TRAILS

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned? what surplus? are you referring to profits on the event? No would be my answer. If you want an event to pay for what was received through Measure U, then the event should just incorporate a known amount in the event's expenses.
- B. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose? we are a non-profit, but i don't have an opinion either way. Not sure why a non-profit would have more restrictions. Certainly, there would be guidelines on how designated funds would be used in both cases as is the current structure, correct?
- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient? in our application for barricades, many events are using the barricades and like Measure R the town would own and manage. If our event/organization received barricades from Measure U funds, and we owned the barricades, then I understand paying back a portion or all of the equipment and then we own it and use it for our event - if others want to use it, they borrow or rent from our organization.
- D. Should Town Council have oversight on how the surplus event funds be used for organizations? I would rather not receive funding if the Town is going to oversee our surplus event funds.
- E. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers? interesting idea. Worth talking about.

BILL COCKROFT – MMSA

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned? *[bcockroft]* Should there be a surplus of funds, this event would be happy to discuss a carry over for future event(s) or return of funds.
- B. Should there be two separate policies for non-profit and for-profit organizations?*[bcockroft]* No, because the assumed differences could be argued for ever. And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated

funds be restricted for a specific purpose?[*bcockroft*] In both cases I believe the fund use is agreed in advance per criteria of the committee.

- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient?[*bcockroft*] Yes
- D. Should Town Council have oversight on how the surplus event funds be used for organizations? [*bcockroft*] If there is a surplus clause for events Measure U committee would regulate and advise Town Council.
- E. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers?[*bcockroft*] Instead of Measure U?

LLOYD CLEARY – Mammoth2Bishop

Stu here is my 2 cents.

On Tuesday, February 12, 2013 the Measure U Application Committee discussed the use of Town funds (Measure R/U) for special events. Action from the meeting was to distribute the 5 questions listed below to funding applicants to gather their thoughts and recommendations.

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned? 5, If an event receives a percentage of its budget from measure u funding, it should return the same percentage of profits back into the funding. Example- Budget 100,000 receives 30% of budget from Measure U= \$30,000. The event should pay 30% of profits back to Measure U, up to 30% of the \$30,000 it received from Measure U. So, 30% back of profits up to \$9,000. The event that pays back the percentage of their profits will be allowed to re apply and top of the list for the next Measure U funding cycle.
- B. Should there be two separate polices for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose? 1, If you follow the rules stated in question A, I believe everyone should pay back the percentage of profits. If you keep taking funding out of measure U and don't make profits, then you are not growing the event and not using the money wisely to make your event more successful.
- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient? 5, If the event is receiving Measure U funding and don't pay the proper % back. Then yes.If the event pays back the proper % back to Measure U funding, Then No. it should be at good will, because they already in good faith paid back what is required of them.

- D. Should Town Council have oversight on how the surplus event funds be used for organizations? 5, Same as C.
- E. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers? 1, Keep it with Measure U and follow, what I stated in question A.

In general, the Committee is also requesting additional ideas and comments from the applicants on how to most efficiently use Measure U funds.

I believe that the funds should only be used to spur up the attendance of the event. Example, use the funding for marketing to draw attendees from outside of town, Use the funding to get better entertainment, which will have a better draw of people.

The funding should not be used for services, like the GPS for the busses. Why? That service will not draw people into the town and increase revenue. If you use The Measure U funding, what it was created for (To increase visitation and income for the TOML). Then you will have funding, for services like this, from the town's increase revenue. I believe Measure U was created to supplement events and help create events to draw visitors to the TOML. Which should the funding be use only for. Not services.

GAYE MUELLER

A. I think if there is a surplus, it ought to depend on whether the event is a for-profit or non-profit.

B. Yes, I think there ought to be separate policies. For-profit should be expected to return a certain % of funds equal to the % received from Measure U, unless they can show a reason why not. Non-profits should note how their surplus funds are to be designated.

All funds requested need to be restricted and monitored (this can be done in the Final Report). This is the situation for all the funds Mono Council for the Arts receives. For the Mono Co. Fisheries Commission and Mono Co. Tourism, we have to submit receipts and the funds are reimbursed. For grants, we submit a budget and then a Final Report showing how the funds were spent. We are not required to show receipts. Transparency is very important as well as monitoring how funds are spent. If funds are used outside of the initial request, the grantee is required to go before that Board and have that request for changes approved.

A suggestion: when the funds are awarded, there is a letter from Measure U that specifically designates what the funds are to be used for. Also how the TOML logo is to be placed on all marketing materials.

C. A Performance Report/Final Report is essential. A suggestion is to ask specific questions which would also deal with surplus funds. The PR could request a Final Budget which would show how all funds were spent as well as showing income.

D. I think the Measure U Committee should be responsible for oversight on surplus funds. Perhaps they should do a wrap-up for the Town Council.

E. Special events have been shown to increase TOT revenue. It is insane that the TOML has not helped fund special events in recent years, especially non-profit events. At least MLT is now helping promote and market special events and this is thanks to our new DMO.

Special events need to be funded by the TOML and Measure U is a very strong first step. A separate funding source would be beneficial as shown by the amount of requests for Measure U funding.

FLY FISHING FAIRE

Below are the responses for the Measure U meeting on 2/26/13 from Santa Clarita Casting Club on the set of questions outlined in the Staff Report. Also attached is the 2012 SWC Faire budget as requested.

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned. To clarify, we are assuming that surplus means profits. Please see B.
- B. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose? We can only speak to this as a non-profit. Any money that we realize after any event, after costs, would be considered by us to be a profit. We use these funds to operate throughout the year. As our organization represents an area from Fresno to San Diego and out to Las Vegas, the funds are spent in any of those areas to promote fly fishing in general. As for designation or restrictions of funds, if you are speaking of TOML holding the funds in restriction for a specific purpose, then the non-profit is telling the city what to do. That could get very complicated.
- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient? As much transparency as you like. As a 501(C)3 non-profit, our books are open to anyone.
- D. Should Town Council have oversight on how the surplus event funds be used for organizations? Very complicated. We think a set of guidelines would be more suitable.
- E. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers? This makes more sense as long as it does not interfere with the ability of the non-profit to keep functioning. Giving something back that can be used to help build the future is always desirable.

MAMMOTH MOUNTAIN COMMUNITY FOUNDATION - Stacy

A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned?

I don't think it would be a good idea to set an across-the-board policy on this matter. Instead, the town should work to refine and define what it wants to fund with these measures, and what the goal is with funding.

First things first: since these are tax measures, is it even feasible to generate income for the funds by asking a grantee to give the town what would essentially be a return on investment?

Secondly, there technically can never be a surplus in the hands of a grantee. There are (or should be) application and post-project reporting guidelines that make it clear exactly what the R/U funds are granted for, and exactly how they are used--if the grantee is purchasing equipment for the event, he/she is invoicing the town for the amount spent on the equipment; therefore, there is no surplus because the grantee has to invoice the town and be reimbursed for expenses with R/U funds.

Whether or not there is a *profit* is a different matter outside the scope of the R/U funding process as a whole. The idea of setting aside a portion of U funds for events and/or event seed money (with different application and reporting guidelines) could address the profit issue better than setting an unclear rule that applies to the whole fund.

Again, let me emphasize that I wouldn't call this "surplus" because there shouldn't ever be left over R/U money in the hands of the grantee. There may be funding awarded that the grantee never receives because they didn't invoice for it within the award period. These monies just roll over to the next funding period, right?

B. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose?

I think the funding process was clearer when the town set aside a fund specifically for non-profit programs and events. It would be good to have a percentage of funds set aside during each funding cycle for non-profits, and perhaps even have sub-categories (and award limits) according to non-profit size/budget. This funding wouldn't necessarily be

event-specific--it could fund programming (such as museum operations or art classes) that fits within the R/U parameters. This shouldn't be tied to visitation and TOT generation--this is about quality of life in the community.

For visitation-generating events specifically, it may not make sense to distinguish between for-profit and non-profit. What you are concerned about is event profit. Address that in the application and reporting process.

In any case, for-profit or non-profit, funds should be restricted. The application and guidelines should make it crystal clear what R and U will fund within the event plan. For example--if you don't want to fund administration/overhead, state that in the guidelines.

C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient?

See above notes on the use of the word "surplus."

The more defined the reporting guidelines and exact the format the Town provides, the better--get the information your committees need to make good funding decisions (budgets, financial documents, plans). But be careful to not set up a system that requires staff or committee/council members to do enforcement or policing after the grant period has ended. I think it would be better for this function to exist within the application (for repeat events--ask for financial reporting on prior years; for new events--ask how event organizers are planning beyond year 1). If the committees/council aren't satisfied with information given in the application, the event won't be funded.

D. Should Town Council have oversight on how the surplus event funds be used for organizations?

See above notes on the use of the word "surplus."

Only if the Town refines the funding process and sets aside a portion of Measure U funds each funding cycle specifically for new event seed money. See comment above about not creating a situation where town staff or council are policing. Really, the Town's role in R and U is as a grantor, and should primarily be concerned with how granted funds are used during the grant/funding period.

E. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers?

No. Refine the R and U processes before setting up a new funding source that needs to be managed. Encourage and reward collaboration and communication among groups instead. Monies would be better spent to pay someone to be the program manager for R and U.

In general, the Committee is also requesting additional ideas and comments from the applicants on how to most efficiently use Measure U funds.

In observing the administration and awarding of R and U funds, I have noticed a great deal of on-the-fly interpretation happening by committee members, as well as confusion on the part of applicants--this can quickly send meetings and the awards process off track. Some confusion and reinterpretation is understandable, of course, because the whole process is new. It would be worthwhile to refine the application process and guidelines every on a regular basis in order to incorporate lessons learned and address unanticipated circumstances in an effort to make the whole process more efficient.

I'm sure town and county staff members have great experience applying for and administering grants--perhaps they could make annual recommendations on how to improve the application and reporting. Surveying applicants for feedback on the awards process could yield good information, too.

RESPONSES FROM CHAMBER MUSIC UNBOUND, PRESENTER OF THE MAMMOTH LAKES MUSIC FESTIVAL.

It has become clear in the course of the past two and a half years that the great variety of events produced in Mammoth thrive on their uniqueness. In an effort to encourage greater collaboration amongst organizations, the MLEC was formed in 2010 as a loosely knit group, facilitated by TOML staff.

The MLEC's successful collaboration in the summer of 2012, which was possible through a voluntary participation of the individual organizations, brought about a workable business plan that guided funding requests and provided accountability as to the use of public funds for 2012. These are ideas from CMU only, and are meant to be incorporated in a larger discussion with the Measure U Committee, Town Council and the MLEC.

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned?

CMU might propose returning a prorated amount to the U fund if the event realizes a profit. Successful implementation of 2012 summer events raised the question stated above. The current business plan provides no answers to question A, but the members of the MLEC acknowledge the importance of addressing these questions ASAP. An addendum to the current business plan could provide temporary guidelines for organizations participating in the 2013 funding request.

- B. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose?

Probably yes. Non-profits are held to a very strict set of guidelines established by the state and federal governments: Non-profits (NPs) are required to present events within their mission statements which are, by law, meant for community and/or cultural benefit. NPs are held to high reporting standards through an extensive 990 tax return, which must be publicly accessible on websites or through the mail. NPs, by law, are governed by a board of directors, the majority of whom cannot have a financial interest in the organization, ie, getting paid in any way. NPs must have a published transparency policy, with guidelines on many subjects such as, Anti-Discrimination Policy, Anti-Harassment Policy, Code of Ethics, Conflict of Interest Policy, Document Retention and Destruction Policy, IRS Form 990 Tax Return Review Policy, Joint Venture Policy, Policy on the Process for Determining Compensation, Reimbursed Expenses Policy and Whistleblower Policy.

Given the required transparency/reporting of NPs compared to for-profit commercial events, it makes sense to adopt one NP-based model of guidelines for all events, Or, if for-profit events don't wish to be required to make public their tax returns, etc, we might suggest the MLEC could be organized in two branches; a NP branch and a commercial branch. Each branch would put forth its specific policies for how to manage public funds its members request. In the case of the NP branch, much of the contents of these policies would be dictated by existing state and federal laws. For example: NPs cannot receive "unlimited" funding from one funding source without jeopardizing their lawful status. This does not apply to commercial presenters, who could, by attracting just one corporate sponsor, finance an entire budget. Thus, separate policies are urgently needed.

- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient?

Yes. Again, the transparency required for lawfully operating non-profit organizations already puts in place a variety of checks that do reveal how organizations use their funding, not just public funding, but all their funding. This is not the case for commercial presenters. Commercial presenters should be required to adhere to the same standard of "open books" that NPs exercise. The MLEC in its current form cannot require compliance. The TOML could.

- D. Should Town Council have oversight on how the surplus event funds be used for organizations?

Is this question referring to un-returned U surplus funds? If so, yes. See above answers. This does not mean that the Town council needs to engage in micro-management. But, town council could stipulate in broad terms the use of surplus event funds to be reserved for future use in big projects, such as the operation of a performing arts center.

- F. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers?

Yes. To provide both, a maximum of transparency and maximum of effectiveness of town dollars spent on special events.

Commercial events could be funded out of TOT/BID revenue. Since most commercial events' stated mission is to "put heads in beds" or to drive customers to their businesses, and their contribution to TOT is greater than most NPs, it makes sense for the TOML to follow an "investment style" business model, in which commercial events requesting TOML funding would be directed to a funding source which they actually actively contribute to. It follows that the TOML would then be able to provide commercial producers with funding, and less restrictive guidelines than those set forth in the MLEC's business plan would be in order.

NPs however, implement broader missions that are unique to each organization. While they also significantly contribute to TOT, "heads in beds" is not the primary reason for their existence, or the production of their special events. NPs enrich the great variety of cultural offerings in Mammoth and add to the attractiveness of Mammoth Lakes as a cultural tourism destination. The funding for NPs should therefore be coming from Measure U funds, and the stricter guidelines set forth in the MLEC's business plan should be adhered to, since they are based on existing laws governing the usage of public funding by NPs. In effect that would mean that a NP can never exceed a funding request beyond the established guidelines, and has to be a NP in good standing to receive any public funding from Measure U.

In the case of small events that operate with a NP intent, but do not qualify as registered 501(c)(3) organizations, the option should be given to chose to collaborate either with commercial events OR to partner with a qualified NP partner who would then be responsible for fiscal oversight over that particular event.

All these questions have been discussed by the members of the MLEC, however, no definitive steps have been taken to put any of the above suggestions into action. While we think there is general agreement in the NP field, the above answers are those of Chamber Music Unbound and do not represent the varied opinions and convictions held by other MLEC members.

**RUSS SQUIER & MICHAEL LEDESMA
BLACK DIAMOND FOODS, DBA GOMEZ'S
THE MAMMOTH MARGARITA™ FESTIVAL**

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned?

MMF: In our opinion surplus funds should not be returned to Measure U. This has the potential to create excessive oversight work that is not needed and as a result could act as a disincentive to promotion. Moreover, it potentially increases the complexity and risk of taking on an event and over simplifies the risks/rewards. For example, any given year there

may be a surplus, however is Measure U prepared to allocate MORE funds (post award) in a year when an event accrued more losses than originally projected? This can easily happen due to a variety of factors not the least of which is weather. For a promoter, risk and reward are a two-way street. Taking a surplus, should there be one, is only seeing one direction of the street. Measure U delving more deeply will open up this, among many other questions and complexities, including the definition of terms such as "surplus" or "profit" as well as what are appropriate expenses, overhead allocations and audit requirements just to name a few.

- B. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose?

MMF: In our opinion there should not be two separate policies. The policy should be the same and basically as it is now for both organizations. Our feeling is that to create separate funding designations would open up a large box of potential compliance requirements and act as a disincentive to potential promoters regardless of "profit" status. Further, the terms "profit" and "non-profit" can be highly misleading. Every event promoter is attempting to be in a position of at least break-even cash flow, if not positive. Their legal status may or may not make a difference in this intent so why burden Measure U with attempting to navigate this complexity? Further, the spirit if not charter of "Mammoth Lakes Mobility, Recreation and Arts & Culture USers Tax Ordinance" is to "establish event venues" not manage them. Measure U committee should celebrate the success of events should they deliver on the "project filter" requirements and avoid the appearance of "punishing" success regardless of status.

- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient?

MMF: Perhaps yes and no here. We feel like reasonable requests for how the funds will be used are already in place and this is appropriate. Use of surplus funds should be at the discretion of the promoter. If, however, the Measure U committee wanted to earmark how their funds would specifically be used (for example, payment for specific items in an event promoters budget) as a "restricted contribution or grant" this could make sense to us. It would also make accountability easier as subsequent receipts could demonstrate that the funds did in fact get used for the specific restricted purpose. Beyond this, Measure U wanting to have a say in how any surplus funds might be used feels like over reaching and beyond the scope needed to professionally steward the funds.

- D. Should Town Council have oversight on how the surplus event funds be used for organizations? MMF: This further reinforces our feeling on this. Adding more layers of oversight and potentially more burden on the Measure U committee up through the Town Council is not a judicial use of their time or needed for this modest amount of funding beyond what is already in place.

- D. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers?

MMF: If a formula could be rationalized, we believe this could be interesting to consider. However, In the event there are some legitimate discretionary dollars available to enhance the Measure U funds available from a source like TOT, the choice to do so should be measured at the Town Council level against other competing uses for those funds first. If the Council has extra funds and so chooses to allocate them to the Measure U pool, this would be a good thing if this makes for the highest and best use of those funds by the Council. Other uses of those funds could also include further support to MLT etc.

In general, the Committee is also requesting additional ideas and comments from the applicants on how to most efficiently use Measure U funds.

MMF: We applaud these open ended questions as a means of discovering how to improve and appreciate the chance to respond. In sum, our main position on the Measure U funds is that the process should be streamlined as much as possible. Simple as possible. Fast as possible. A model of efficient public/private cooperation. We should retain the essential front-end qualification requirements and post-event reporting that are currently in place. The Committee should use great caution going down any well intended path that might add to time/cost/paperwork/meeting requirements that would act as a disincentive to promoters while maintaining it's high level of accountability and stewardship of the funds. We believe the Committee should look at the oversight of these funds much like a grant requiring pre and post event qualification to insure the funds are used as originally intended (oversight to avoid fraud or misuse of funds). We are for common sense oversight of the grants. However, Measure U should not expand its reach. It should work to avoid entanglements such as how effectively the event was run, attempts to define "financial success," capture any surplus funds or be forced to assume liability for losses on an event that Measure U supported but failed to work out. Post event evaluations should stay macro-economic in our view insuring that the broader goals have been accomplished for the events individually and the larger initiative of supporting and promoting our core industry of tourism & recreation more globally. Attempts to manage the events on too much of a micro-economic basis will result in inefficiency and potentially far more entanglements between the town and promoters than is justified.

As a side we would add that should the Committee wish to reshape some Grants as we see them to work more like Loans, that would be a different scope for further discussion but we suspect that the complexities of this would also be substantial.

**RESPONSE FROM MAMMOTH FOOD & WINE EXPERIENCE/
MAMMOTH LAKES FOUNDATION**

- A. If an event realizes a surplus, should the surplus funds or a portion of the surplus funds be returned to Measure R/U? And if so, what percentage (MLEC guidelines?) of the funds should be returned?
- a. As a non-profit, the objective of our event is to provide a source of funding for our parent organization. Funds from Measure U last year and this year (in most part) were earmarked for marketing and as such used to grow attendance—ultimately increasing revenue and providing funding for MLF. Therefore, there is no “surplus” as any funds raised over and above the cost of producing the event benefit the organization’s ability to provide scholarships for local students, grow cultural programming for the town, and provide support to the local college—all components of the purpose behind Measure U.
 - b. At this point in time our budget does not include allocation of staff time to the budget for our event. Including those costs would dramatically increase the budget and at the end of the day most likely result in no profit whatsoever for the time being.
- B. Should there be two separate policies for non-profit and for-profit organizations? And if so, what would the policies be? For example, in the case of for-profits, should a percentage of funds, equal to the percentage received from Measure U be returned to the fund? And secondly, for non-profit organizations should the designated funds be restricted for a specific purpose?
- a. Yes, there should be separate policies for non-profits vs. for-profits in that non-profits put the money back into running the non-profit and no one receives money.
 - b. As a non-profit the funds are already indicated as being used for a specific purpose at the time the application for funds is made and based on the charter of the non-profit.
- C. Should the Performance Report provide greater transparency of event finances that specifically identifies how surplus funds where/will be used by the funding recipient?
- a. Non-profits use money raised to continue the mission of the non-profit; therefore there are no surplus funds.
 - b. At this point in time our budget does not include allocation of staff time to the budget for our event. Including those costs would dramatically increase the budget and at the end of the day most likely result in no profit whatsoever.
- D. Should Town Council have oversight on how the surplus event funds be used for organizations?
- a. Town Council should not have oversight over surplus event funds.

- E. Should a separate funding source such as incremental TOT revenue derived from special events be used to fund event organizers?
 - a. Interesting idea, however, who and how would make the determination as to which dollars were specifically due to the event? People making a decision to travel to and stay in Mammoth are certainly influenced by the occurrence of an event, others are here for other reasons and participate in an event.
 - b. Perhaps for-profit events should use TOT revenue as their intended purpose is to drive TOT.

In general, the Committee is also requesting additional ideas and comments from the applicants on how to most efficiently use Measure U funds.

The MLEC met on February 26 and has recommendations. That information will be sent separately by the MLEC.

Thank you in advance for providing your thoughts and recommendations regarding this important policy item. Please reply with your comments no later than **Monday, February 25, 2013**. Staff will present the findings to the Measure U Application Committee on February 26, 2013.

Gaye Mueller
Executive Director, MONO COUNCIL FOR THE ARTS

A. I don't think the funds ought to be returned if it is a non-profit as the monies will go back into the parent organization. Most non-profits don't realize much of a surplus. And some will donate profits to another non-profit. Some have year round expenses for their event. For many non-profits, if they counted the time involved for the project coordinator to produce the event, there would not be any profit! 3

B. I think that a for-profit event that sees a big surplus like Bluesapaloosa and Mammoth Festival would not apply for Measure U funds because they don't want to broadcast what they make as profit. But if a for-profit sees a surplus, that should be very transparent and show this in the Performance Report. The PR could ask the question: How will you address a surplus.

I feel that for anyone applying, the funds should be restricted for the specific purpose in the application. This is true for any grants that MCA writes. The Final Report should reflect exactly how the monies were spent.

A suggestion: When the funds are awarded, a letter from the Measure U Committee should state exactly how the funds are to be used by each applicant. Mono County does this. If the applicant makes changes, this needs to be approved by the Committee. 3

C. Yes. Transparency is very important. 5

D. No. I think the Measure U committee should be responsible for oversight of funds. The committee could then report to the Town Council.

1

E. Yes, a separate funding source from the Town needs to be developed to support events which drive TOT back to the Town.

5

In the past, the TOML awarded funds to the previous arts council and they were responsible for regranting the funds to various non-profits that applied for it. I'm not suggesting this be implemented today, but it reflects that the TOML used to fund events.

5 Questions---Answers from MLJJ/Ken & Flossie

1. Surplus funds: If the budget is done in good faith, and Measure U funds are used as indicated, then "no". For example, the Jazz Jubilee needs any "profit-surplus" to help pay for year round expenses-storage rental, insurance, electricity, director salary; and for startup advertising long before any badge sales happen. Most of the 2012 profit came from more badges sold than first thought would be, and from more Jazz Camp tuition-47 vs. 42 campers.
2. Separate policies for non-profit or for-profit events: Could use the same policies, but maybe have funds drawn from different "pots"-perhaps for-profits could get their funding from TOT revenue as indicated in question #5. The "original intent" as written in Measure U was to be for local Arts & Culture, not necessarily to put "heads in beds". As to funds being restricted for specific purposes-that is already being done by the current categories.
3. The final Performance Report already seems to be pretty "financially transparent". What other information do you need/want?
4. Town Council oversight-No, We feel a separate committee, like the current Measure U committee, should make the funding recommendations to the Council.
5. TOT-If a policy can be figured out, think this would be a good way to fund for-profit events. We do not want this to eliminate or replace Measure U funding. You would really need a good survey and the co-operation from all of the lodging community to help figure out any increase in TOT an event may bring to town. We feel there are so many variables that a line item in the budget to help with this type of funding may be the best way to go.

MLEC Joint Response to Five Questions
from Measure U Committee,

including a "Vision for the Future"

In response to the Measure U application Committee's request to answer the five (5) questions, individual members of the MLEC responded in their application material as individual members out of necessity given the deadline rather than providing a joint response. However, in three follow-up meetings dedicated to answering the questions as a group (Feb. 26th, March 4th and 29th), the thoughts and recommendations below were formulated. The attached graphic represents a summary of the MLEC's recommendations.

Our starting point for discussion was the original Measure U proposal and the way it was presented to voters in June of 2010.

The MLEC feels that the original purpose of measure U funds has been re-formulated to encourage and support events that generate TOT. While all the events do just that, it is not, by definition, their primary purpose. Most Arts and Culture organizations (ACOs) define their purpose in their mission statement, and for the locally based ACOs that participate in the MLEC, the mission statement does not specifically include TOT generation.

On the other hand, most of the Commercial Event Presenters (CEPs) define TOT generation as a primary purpose, because it admittedly serves their associated business interests. Both groups, ACOs and CEPs, are currently collaborating successfully within the framework of the entirely volunteer MLEC, which allows members to efficiently share physical, intellectual and fiscal resources, coordinate calendars, disseminate information about upcoming events as well as formulate recommendations such as this.

Recent political developments added a new aspect to the MLEC's discussion. With the imminent creation of a BID tax to be administered through Mammoth Lakes Tourism (MLT), there is a unique opportunity to effectively develop increased visitation to Mammoth. The MLEC could, with the implementation of the BID tax, direct CEPs seeking start-up funds or seed capital for special events towards this new, additional funding source.

Measure U would then in turn be re-directed to its original purpose, which was "to secure a stable, perpetual funding source for local arts and culture, mobility, and recreation projects."

Most of the local ACOs are actually registered non-profit organizations (e.g.: Mammoth Lakes Foundation, Jazz Jubilee, Mono County Arts Council, Chamber Music Unbound, Sierra Summer Festival) that adhere to the strict state and federal laws that govern their activities. They seek funding from a wide variety of sources, public and private, they have a track record of public support through donations, and they have a board of directors. Their fiscal reporting is transparent, as required of them by law. In the 2013 Measure U request, the ACOs did not exceed, in their individual asks, the percentages set forth as guidelines in the MLEC's Business Plan; they tend to grow slowly and organically

and, over the course of several years, expand their budgets and programs. They depend on a "stable, perpetual funding source" to contribute to their steady growth.

On the other hand, it has become clear that CEPs, whose primary goal is "to put heads in beds," have different financial needs by their very nature, than established, locally-based ACOs. Their business model requires a significant start-up investment with the purpose of generating income for themselves, as well as increasing TOT, that could endanger Measure U's availability as a "stable, perpetual funding source". By their nature they do not require fiscal transparency and there are no internal control mechanisms in place that govern their fiscal decision making as is true of ACOs. Yet, they have an undeniable potential to generate significant new visitation quickly.

The new BID tax will generate a substantial new fund, which should be used effectively to generate more visitation to ML. One way to do this is by granting events (specifically CEPs) un-bureaucratic access to seed money or start-up funds which, if a given event is financially successful, could be returned to the MLT to replenish this particular fund.

The distinction between ACOs and CEPs and the availability of two separate funding sources with distinct purposes would protect the availability of Measure U funding for local ACOs as a "stable, perpetual funding source" in accordance with Measure U's voter-approved purpose; AND it would facilitate big and unique projects presented by CEPs to quickly receive the help they need to succeed.

It would also further the good-will collaborations between organizations of varied structures and purposes within the MLEC and unite them in their effort to each contribute what they do best, with the overarching intent to contribute to the attractiveness of Mammoth as a visitor destination. The success of these events for CEPs could also see them contributing to ACOs as a way to help those organizations grow in their efforts to provide arts and cultural programming benefits to the town.

The MLEC therefore recommends in the future that the Measure U/Recreation Commission distinguish between locally based ACOs and commercial enterprises or CEPs. The MLEC will continue to function on a volunteer basis as the forum in which meaningful exchange of resources is facilitated between both groups.

The TOML will be enriched by greater visitation as well as a greater variety of cultural offerings, and residents, second home-owners and visitors alike will experience a friendly, hospitable resort community, unlike any other in California, or the Nation.

Mammoth Lakes Events Coalition (MLEC)

Shared resources (physical, fiscal and intellectual)
Calendar (coordination, dissemination)
Enrichment of TOML (cultural and commercial)

**Criteria for Measure U funding:
Locally based Arts & Culture Organizations**

- Mission Statement
- Track record of public support through donations
- Seek funding from various sources, public and private
- Board of Directors
- Transparent fiscal reporting
- Do not exceed ask of % of budget as defined in business plan

**Criteria for TOT/BID funding: *Measure A*
Commercial Enterprises**

- Need for substantial seed or start-up funds
- Successful events return public funds or portion thereof

Voluntary Fiscal Support



MAMMOTH LAKES FOUNDATION
100 College Parkway P.O. Box 1815
Mammoth Lakes, CA 93546
(760) 934-3781 Fax (760) 934-6019

TO: Stuart Brown, Recreation Manager
Recreation Commission
Measure U Application Committee
Mammoth Lakes Event Coalition

FROM: Evan Russell

DATE: April 1, 2013

RE: Response to Recreation Commission Staff Report for April 2, 2013 special meeting and Recommendations for use of town funds for special events.

Stuart-Sorry this is last minutes thoughts but my comments are in response to the information package you sent out on Friday.

Measure "R" and Measure "U" were passed by voters for the benefit of the people who live and work in our community. They were also intended to enhance a visitors experience to our area. They were not intended to generate Transit Occupancy Tax (TOT). TOT is an ancillary benefit. Measure U narrowly passed by 12 votes with 68% voter approval because it was a continuation of the Utility Users Tax which built Shady Rest Park and Mammoth Creek Park. Voters believed they were going to receive additional services that expanded recreation, local transit, Arts and Cultural Programming.

Recommendations and Comments:

1. Mammoth residents voted to continue the utility user tax, Measure U, for reliable funding for the benefit of local projects, services, activities, and events, involving Mobility, Recreation, Arts & Culture. Special event funding should be for the benefit of the local community.
2. Awards should be considered a gift and part of a competitive grant process, not an entitlement. With the gift comes the authority to execute an event, responsible for the event, and accountability for the outcome. Funding should be awarded on the basis of merit and availability of funds.
3. Measure "R" and Measure "U" funds should be for qualifying community Not-For-Profit organizations that enrich the overall quality of life for residents and visitors to our community.
4. Not-For-Profit organizations have a different purpose than for-profit organizations. Non-profits generally reinvest proceeds in continued programing, community support and educational activities. The goal of a Not-For-Profit business is to spend all of its proceeds on its mission and not to make a profit.
5. Definition of a Not-For-Profit. An organization or corporation that is not organized, created, operated or maintained to generate a profit or distribute income to its members, directors, officers, or corporation. Certification by the Internal Revenue Service Code (usually a 501 (c)-3) should be required for any nonprofit organization to qualify for funding.
6. Definition of a For-Profit. The primary goal is earning money and making a profit. It is a business enterprise for the purpose of making money to increase the value of the business or return profits to shareholders or investors.
7. For-Profit organizations play a key role in operating and promoting special events in our community. For-Profit special events should be supported by the business community. Ideally this funding would come from the proposed **Business Improvement District (BID)**.

8. The purpose of the BID is to promote tourism and generate spending by attracting visitors. The purpose of Measure “R” and Measure “U” is to enhance recreation, local transit, Arts, and Cultural activities.
9. Measure “A” was approved to support marketing and transit.
10. In the comparison of the Town of Eagle tax, voters were asked to support the tax for the specific purpose of increasing sales and lodging tax revenue. Measure “R” and Measure “U” never mentioned Transit Occupancy Tax generation as a condition of approval.
11. The Town Council as an organization should not apply for funding for another organization, business or individual. The grant process should not be political and all applicants should follow the same procedures. If an application is not approved, there should be an appeal process. The Town Council has final responsibility for how town funds are spent. The Town Council should support the recommendations of the Tourism Commission. The Tourism Commission and Recreation Department must have a system in place to treat each grant request on a fair and equal basis.
12. Funding should be for events that take place in or around the Mammoth Community.
13. Second Homeowners play a key role in local economic stability. Many events and activities drive our part-time residents to spend more time and resources in the community. Please do not over-look the value of second homeowners who do not generate TOT revenue. They are a great source of revenue for our businesses and local economy.
14. Events can generate positive publicity and enhance the overall value and reputation of our community. Place value on the quality and variety of events and activities.
15. Give additional consideration to events that take place in shoulder seasons.
16. Marketing of local events by smaller organizations is costly and time consuming. Many good quality smaller events could be more successful with marketing assistance. Consider weekly advertising in local media letting visitors know what is happening in town. Good PR needs to be ongoing, but a weekly full page ad promoting events and activities could do a lot to enhance the value of our community to visitors.

17. Make Mammoth a summer of Festivals and Events. Encourage non-competing multiple events every week from June to October. Give visitors as many reasons as possible to come to Mammoth, particularly in the summer and shoulder seasons. August is usually packed and the low hanging fruit.

Conclusion: Support and approve the current recommendations of the Recreation Commission so those of us putting on events this summer can get on with business.

The basic criteria for grant applications needs to be defined before policies and procedures can be established. This is an opened ended question that has been discussed and debated by the commission. Questions about surplus, profit vs. not for profit, etc. need to be decided before you can establish policies and procedures for future applications. Suggestion; create a task force to work with town staff to develop the application package after the sticky questions have been decided. A task force works on a specific project and goes away when it is complete. It does not have to be committee members as they are not approving the final work project.



**COMMISSION FOR COMMUNITY ASSISTANCE, ARTS AND SPECIAL EVENTS
2013 Grant Guidelines**

INTRODUCTION

***to the Town of Telluride's Commission for Community Assistance,
Arts and Special Events***

The Telluride Town Council established the Commission for the Arts and Special Events (CASE) in 1986, which reviews and recommends funding to Arts and Special Event organizations in the Telluride community. Since 1999, Town Council has granted money to community support organizations through the Community Support Grant Process.

In 2005, Town Council combined these two separate grant processes and refined the mission and duties of CASE to include administering Community Support Grants, in addition to grants for the arts and special events, creating the Commission for Community Assistance, Arts and Special Events (CCAASE).

The mission of CCAASE is to develop, maintain, and encourage an environment conducive to the following community organizations:

- 1) Arts and Special Events Organizations (non-profit arts organizations and special events)
- 2) Community Support Organizations (non-profit community programs for citizen welfare and education)

CCAASE administers Town Special Event Policies and recommends annual funding allocations to the Town Council for community non-profit organizations, including arts organizations, special events, and non-profits that preserve or enrich the health, education, welfare, and fitness of the community. CCAASE also establishes and maintains a yearly town calendar of events.

CCAASE consists of volunteer board members appointed by the Town Council to serve selected terms of office.

All of CCAASE funding comes from town sales tax revenue and other town taxes. Funds that are allocated by the Town Council for Arts and Special Events and those allocated for Community Support Grants will be kept separate and not be commingled.

The 2012 Grant Deadline is 5:00 p.m. MDT on Monday, September 24, 2012
REMINDER: Please closely follow the grant guidelines
CCAASE funding is an AWARD, NOT A REWARD!

TWO TYPES OF GRANTS

Please place your organization under the appropriate grant heading (Arts and Special Events OR Community Support) and follow the associated grant guidelines below. **Please note, organizations may be in only one grant category and may only submit one application. If CCAASE does not agree with the chosen category, a public hearing will be held on November 7, 2012 to discuss appropriate categorization.**

Arts and Special Events Grants – (Funds must be used in the Town of Telluride)

- Arts Organizations (performing arts, visual arts, and art-based education)
- Special Events (defined as “town gatherings that are open to the general public”)

***** If your organization is in this category, please follow grant guidelines on pages 3 and 5 - 8***

Community Support Grants – (Funds must be used for programs or activities accessible to the Town of Telluride community)

- Service Organizations (human, welfare, and community)
- Athletic Organizations
- Educational Organizations
- Other _____

***** If your organization is in this category, please follow grant guidelines on pages 4 - 8***

ARTS AND SPECIAL EVENTS GRANTS

Arts organizations, special events, and art-based educational organizations

- PROGRAM OVERVIEW** The arts and special events community may receive grants to support activities within the Town of Telluride that address the CCAASE mission to develop, maintain, and encourage the expansion of an environment conducive to festivals, performing arts, visual arts, and special events.
- ELIGIBILITY CRITERIA** CCAASE will consider proposals from organizations and special events that meet the following eligibility criteria:
1. Applications will be accepted from organizations and events that provide educational, artistic, entertainment and cultural opportunities for the public to participate in within the Telluride Town limits.
 2. Special event and festival applicants must have completed all CCAASE Calendar application requirements corresponding to the year of application.
- ITEMS NOT FUNDED** Programming and events to which any of the following criteria or uses applies **will not be considered for funding**:
1. Debt and deficit reduction;
 2. Out of town activities;
 3. Commercial (for profit) enterprise or activities; and
 4. Capital Improvements.

COMMUNITY SUPPORT GRANTS

Service (human, welfare, and community), athletic, and educational organizations

PROGRAM OVERVIEW

Community support organizations may receive grants to support activities and programs that are accessible to Town of Telluride community and encourage the development of an environment conducive to healthy community organizations that provide programs for citizen welfare and education in the region.

ELIGIBILITY CRITERIA

CCAASE will consider proposals from community organizations that provide programs for citizen welfare and education. Programming and activities shall be accessible to the Town of Telluride community.

ITEMS NOT FUNDED

Programming and events to which any of the following criteria or uses applies **will not be considered for funding**:

1. Debt and deficit reduction;
2. Commercial (for profit) enterprise or activities; and
3. Capital Improvements.

ALL APPLICANTS - BOTH TYPES OF GRANTS

ELIGIBILITY CRITERIA

The following criteria apply to all applicants:

1. Only one (1) application may be submitted per organization.
2. **Applicants may apply as a 501-(C)-3 organization, or under the umbrella of a 501-(C)-3 organization with a compatible mission statement. A letter of agreement between the applicant and any umbrella organization, written by the umbrella organization, must be included with the grant application (a sample letter of agreement is posted on the Town's website). The letter of agreement must outline the responsibilities of the two organizations, including:**
 - Umbrella organization mission statement.
 - Copy of the resolution by the umbrella organization accepting the applicant;
 - Budget and program administration;
 - Ownership of names, products and so forth; and
 - Contact information for the person at the umbrella organization who oversees the applicant's program administration.

Note: If funded, the check will be issued to the umbrella organization for dispersal to the applicant.
3. **Colorado non-profit applicants with no 501-(C)-3 certificate, or umbrella organization may apply and be granted funds with stipulations, such as, staggered payments, periodic reports, presentations to CCAASE, and so forth.**
4. Extra information or material may not be sent to members of CCAASE. Please do not discuss your grant with CCAASE members during the grant process (September 2012 through January 2013).
5. At a minimum, the applicant organization shall have a board of directors that meets the following requirements:
 - Composed of at least three (3) members
 - Meet regularly with documented agendas, minutes, etc.

GRANT AMOUNTS

CCAASE's appropriation for 2013 from the Town of Telluride is yet to be determined and therefore the budget for the current grants-making initiative is currently unknown. Town Council funding for CCAASE may fluctuate from year to year. NOTE: Funds that are allocated by the Town Council for Arts and Special Events and those allocated for Community Support Grants will be kept separate.

ACCOUNTABILITY

A Follow-up report on the use of CCAASE funds is required with the next application or by October 31, 2012 if applicant does not apply for a 2013 grant.

In addition, all 2012 grant recipients that are applying for 2013 grant funds are required to submit a follow-up report on the Year 2012 event or organization.

REVIEW PROCESS

Each application will be evaluated by the Board according to its adherence to the stated review criteria (see below). The review criteria is not prioritized or weighted. Amount of awards, funding agreements, and comments to applicant organizations will be mailed out in late February or early March each year.

Each board member submits a worksheet to staff, in which they allocate the total available cash, but no amount to applicants with which they have a conflict of interest. Staff compiles all board members' allocations into one worksheet, in which the high and low cash grant amounts are eliminated for each applicant and the remainder are averaged. The resulting average allocation amount for each applicant is presented to the Board at the January meeting as a starting point for the allocation discussion.

REVIEW CRITERIA

CCAASE will review applications according to the following criteria, which are not weighted:

1. Compliance with CCAASE grant guidelines, including the format requirements on the last page of this document.
2. Demonstration of unique & necessary services provided;
3. Efforts to promote collaboration with other local nonprofits;
4. Board participation in organization;
5. Long term sustainability strategies & ability to raise funds;
6. Economic impact on Town of Telluride (A&SE applicants only);
7. Outreach efforts and number of participants; and
8. Compliance with Town of Telluride policies and ordinances.

APPLICATION DEADLINE

5:00 p.m. MST on Monday, September 24, 2012

Applications shall be dropped off at Town Park (500 East Colorado Avenue)

Applications may also be mailed, but must be received by the stated deadline; addressed to:

Commission for Community Assistance, Arts and Special Events
c/o Town of Telluride, P.O. Box 397, Telluride, CO. 81435
Attention: Stephanie Jaquet

Late or faxed applications will not be accepted or considered. NO EXCEPTIONS!

FIRST-TIME APPLICANTS

If you are a first-time applicant we encourage you to contact the Parks and Recreation Department of the Town of Telluride for guidance (970-728-2173). However, please do so well in advance of the application deadline.

GRANT PROCESS

A Public Forum to discuss the grant process and application will occur at the regular CCAASE meeting on September 5, 2012 at 12 noon in Rebekah Hall.

CCAASE will select and notify applicants for random interviews each year for updates on your organization. If selected, applicant will be required to have a representative present at the determined CCAASE meeting at 12:00 p.m. in Rebekah Hall located at 113 W. Columbia.

FUNDING PERIOD

The funding period is January 1 through December 31, 2013.

OTHER CONDITIONS

Nondiscrimination - including statutes prohibiting discrimination on the basis of race, creed, disability, national origin, sex, sexual orientation, age, or marital status.

Credit/Acknowledgment - grantee agrees that a notice will be included in appropriate announcements and promotional efforts stating:

“This activity/event is supported by a grant from the Town of Telluride Commission for Community Assistance, Arts, and Special Events”

NOTE: Please contact the Parks and Recreation office (970-728-2173) for a CCAASE Logo.

Ownership of Response Material - all materials submitted regarding this grant application become the property of the Town and will only be returned at the option of the Town. Applicants are advised that any information submitted to the Town is subject to the Colorado Open Records Act along with possible public disclosure as a public document. Any confidential commercial or financial information should be redacted by the Applicant in advance of submission to the Town or the Applicant should assert a privilege to the Town as to the confidential commercial or financial information, which assertion of a privilege may or may not be accepted by the Town.

HOW TO APPLY READ AND FOLLOW THE BELOW INSTRUCTIONS!

FORMAT

Applications must be **typewritten or hand printed**. Computerized versions are welcome, but you must follow format requirements.

- Make sure the print is dark enough to photocopy clearly.
- You must follow the format, number system, and headings as presented in the Grant Application. **Make sure you include the number and heading for the information requested** so CCAASE members can readily find the various categories as presented in the Grant Application.
- Use only 8.5 x 11 paper for each page (**double sided strongly encouraged unless otherwise noted**).
- Leave adequate margins and use 10 point font or larger.
- **The original and all copies are to be three-hole punched.**
- **Do not use staples, and do not insert into any type of binder or folder.**
- **Please use paper clips or binder clips to separate your collated applications.**
- In sections of the application where a specific number of pages are requested, please make sure you comply. **Extra pages (including press releases, newspaper articles, letters of support, and so forth) are not allowed and will invalidate your application.**
- **Submit (1) ORIGINAL and (2) COPIES of each Required Item (except IRS 990 or letter of non-profit status) collated in the order outlined in the checklist on page 1 of the application.**
- **Failure to follow the guidelines or instructions may void your application.**

All application packets must be complete at the time of submission (i.e. submitted with all questions answered and an appropriate number of copies of application submitted).

Emailed or faxed applications, late materials and incomplete applications will not be accepted. NO EXCEPTIONS!

If you do not understand any of the instructions, call Parks and Recreation at 970.728.2173.

2013 CCAASE Grant Application

APPLICATION CHECKLIST

Deadline is 5:00pm MDT on Monday, September 24, 2012

Submit this form as the first page of your application. Each item must be checked, this form must be initialed at the bottom, and items must be submitted in the below order.

Applicant Organization: _____

Type of organization (please check ONE type of organization in only ONE Grant Category):

Arts and Special Events Grants

- Arts Organizations (performing arts, visual arts, and art-based education)
 Special Events (defined as "town gatherings that are open to the general public")

Community Support Grants

- Service Organizations (human, welfare, and community)
 Athletic Organizations
 Educational Organizations
 Other _____

Grant Request = \$ _____

Include One (1) original and Two (2) copies of the following required items, in the following order:

1. Completed & Initialed Checklist (*this page*);
2. Letter of Agreement with applicant's umbrella organization [if required];
**see page 5 of guidelines for requirements*
3. Completed Narrative for the below:
 Part 1: Applicant Information Part 3: Grant Request
 Part 2: Organization Information Part 4: Financial Information
4. Most recently filed IRS 990 Form (*Part 4.C.1 of application*)
**only 1 copy; include with the original application*
5. Proposed Budget (*Part 4.C.2 of application*);
6. Financial Statements (*Part 4.C.3 of application*);
 Profit & Loss (budget vs. actual) Balance Sheet (summary)
7. Follow-up report (applies to all Year 2012 Town of Telluride grant recipients) (*Part 5 of application*)
8. Grant Evaluation Form with applicant name (*last page of application*)

_____ **Please initial here indicating that you have included all the above items, and met all of the submittal and format requirements outlined in the "Grant Guidelines".**

**TOWN OF TELLURIDE COMMISSION FOR COMMUNITY ASSISTANCE,
ARTS AND SPECIAL EVENTS GRANT APPLICATION**

" * " indicates the Common Grant Application questions

Part 1: Applicant Information

***Name of applicant organization:** _____

Applicant contact person: _____

Phone: _____ E-Mail Address: _____

Mailing address: _____

City: _____ State: _____ Zip: _____

Federal ID number (or EIN): _____

***How many years has your organization been in existence?** _____

For Special Events Only: List approved CCAASE calendar dates: _____

List Board of Directors:

***Name of umbrella organization / Fiscal agent:** _____

[If applicant does not have 501(C) 3 or non-profit status]

Fiscal Agent contact person: _____

Phone: _____ E-Mail Address: _____

Please respond to **Parts 2 & 3** in **no more than 3 double sided pages** (10-point font minimum). You must follow the format, number system, and headings as presented in the Grant Application. Make sure you include the number and heading for the information requested so CCAASE members can readily find the various categories as presented in the Grant Application.

Part 2: Organization Information

A. Mission Statement *

Provide a clear and concise statement of your mission, not including goals & objectives

Ex: The mission of CCAASE is to develop, maintain, and encourage an environment conducive to the following community organizations: Arts and Special Events organizations and Community Support organizations.

B. Goals and Objectives *

List your goals and objectives for the granting year.

** Please limit your response to no more than 3 goals and no more than 4 objectives (for each goal)*

Goals = desired future state or direction (1 year or more)

Objectives = intended results or outcomes that are measures of progress towards a goal (1 year or less)

C. Board of Directors

Describe your Board's level of involvement in the organization.

D. Planning *

State your planning efforts focused on strategies for sustainability (or longevity), including your ability to raise funds.

E. Collaboration

Describe your efforts to promote collaboration with other local non-profit organizations.

F. Scholarships/Grants *

Describe your scholarship program, including the scholarship types, amounts, and target audience.

G. Staffing Plan *

Describe your staffing plan including volunteers and paid staff.

H. Community Impacts

1. Describe your outreach / marketing plan (method only, do not include actual materials).
2. Provide the projected number of people served for the requested funding year.
3. Describe the community needs and creative qualities your program offers and how these characteristics are determined, including educational, cultural, and/or economic impacts.

Part 3: Grant Request

A. Cash Request Amount * \$ _____

B. Grant request as a percentage of next year's budget: * _____%

C. Purpose of requested funds *

1. Provide a brief statement (2 sentences maximum) of what grant will be used for.

2. List budget items for which funds will be expended

Ex: Funds will be used for the summer circus program (\$9,270)

*Staffing: \$5,500
Materials: \$1,225
Insurance: \$2,545
Total Request: \$9,270*

D. Geographical location of where funds will be expended *

Quantify the percentage of programs/activities accessible to the community by the following locations (percentages should add up to 100%):

Arts and Special Events Organizations
Town of Telluride

Community Support Organizations
Town of Telluride
San Miguel County (outside of Telluride)
Other (outside of San Miguel County)

E. Expected outcome of requested funds *

Describe the expected outcome of the request in terms of changes in skills, attitude, behavior, knowledge or participation and include indicators and measurement tools used to evaluate this change.

Part 4: Financial Information

A. Summary Financial Information

Complete the below table with summarized information for the applicant organization

Organization's Budget for Current Fiscal Year Ending on:	Mo/Day/Yr:
Income:	\$
Expenses:	\$
In-Kind Donations: <i>Please list specific category totals for lodging, equipment, volunteer hours, food, auction items, etc</i>	\$

B. Other Funding Sources *

List other funding being pursued for your organization as a whole in the below table for the granting year

Source of Funds	Funder Name	Grant Request Amount	Purpose of Funds	%of Org. Budget
National				
State				
County				
Private				
Other Local	Town of Telluride Mountain Village Telluride Foundation Other (please list)			

C. Financial Documentation

Submit the following for your organization:

1. The last I.R.S. 990 Form submitted to the I.R.S. by your organization¹ **1 copy only**
2. 2013 budget projection (income and expense only – no in-kind amounts) to include at a minimum (2 double sided pages maximum):
 - a. Salaries, other compensation, and employee benefits (full-time, part-time, and contracted positions)
 - b. Travel and entertainment
 - c. Grants & sponsorships
 - d. Scholarships
 - e. Contributions / Fundraisers
 - f. Ticket / admission sales
3. Financial statements (income and expense only – no in-kind amounts):
If possible, please use Quickbooks to generate these statements.
** Sample formats & printing instructions for these reports are located at (www.telluride-co.gov)*
 - a. Profit & Loss Statement (budget vs. actual) for the most recently completed fiscal year.
 - b. Current Balance Sheet (summary) (as of September 2012)
4. A narrative on any budget anomalies or irregularities CCAASE should be informed about.

¹ * If your organization does not file a 990, provide 1 copy of the following:

- a. Letter stating why your organization does not file a 990;
- b. Letter indicating non-profit status; and
- c. Program audit or a Board approved balance sheet

Part 5: Follow-up Report

No more than one page (front and back)

All Year 2012 grant recipients that are applying for 2013 grant funds are required to submit a follow-up report on the Year 2012 event or organization.

Reports should include, but not necessarily be limited to:

- A. Tickets sold/people served
- B. Scholarships awarded (types, amounts, and target audience)
- C. Educational programs provided, if any
- D. Actual use of funds
- E. Describe how your event/program benefited the community
- F. Describe any problems with your event, programming, or organization that CCAASE should know about
- G. Other

GRANT EVALUATION FORM

Year 2013

Applicant Organization/Event _____

[Applicant please fill in your name and stop there. The rest of this form is for CCAASE use only]

This portion to be completed by CCAASE Board Members. Do not evaluate any applicants for which you have a conflict of interest. If you have a conflict, please make note of it in the comment section.

PART 2: ORGANIZATION INFORMATION

Mission statement: _____

Goals and objectives: _____

Board of Directors composition and level of involvement: _____

Planning: _____

Collaboration: _____

Scholarships/Grants: _____

Staffing Plan (volunteers and paid staff): _____

Community Impacts: _____

PART 3: PURPOSE OF REQUEST

Purpose of requested funds: _____

Geographical location of where funds will be expended: _____

Expected outcome of requested funds: _____

PART 4: FINANCIAL INFORMATION

Other funding sources: _____

Non-profit status: _____

Upcoming budget projection: _____

Financial statements: _____

Budget anomalies or irregularities: _____

Comments: _____

Application Strengths: _____

Areas of Improvement: _____



The Town of Eagle

Box 609 • Eagle, Colorado 81631
(970) 328-6354 • Fax 328-5203

Meetings:
2nd and 4th Tuesdays

Marketing and Events Advisory Committee (MEAC) 2013 Event Funding Guidelines

History

In November of 2011, Town of Eagle voters approved a hotel room tax dedicated to market town amenities and create events to improve the town's economy. The Board of Trustees quickly formed a Marketing and Events Committee (MEAC) and hired a staff member to coordinate activities. The Committee is a diverse collection of business and community members. The town is now poised to market the town effectively. The MEAC committee has been charged with sponsoring events to attract visitors to the community. The Committee welcomes discussion and proposals from promoters to sponsor events in the Town of Eagle.

Purpose

To enhance the economy of the Town of Eagle by emphasizing its desirability as a year-round travel and recreation destination to visitors who appreciate and respect Eagle's character and resources.

Mission

To market and maintain the quality of the Eagle experience for the benefit of both the visitor and the economic sustainability of the community, while respecting our natural surroundings.

The MEAC will encourage and recruit event organizers to produce a diverse collection of events in Eagle. With a single point of contact for events administration, the MEAC will act in a sponsorship role, allocating "seed" money to those events that particularly contribute to our overall objectives. They will evaluate events to ensure the investment in public funds is allocated effectively, and producers will be held to a high level of accountability.

Objectives

The MEAC will increase awareness of Eagle's attributes in key markets to event promoters and consumers. The MEAC supports a calendar of events to accomplish the following goals:

- Elevate the profile of Eagle
- Increase sales and lodging tax revenues
- Increase length of tourist visits
- Encourage visitor loyalty; increase return rates
- Increase brand awareness
- Increase website traffic
- Appeal to diverse target markets
- Provide community and high quality of life for guests and residents

To qualify for funding review, events must support these strategic priorities and objectives.

Process

With the submittal of a completed Special Event Funding Application, a timeline of approximately (3) months can be expected upon notification of Special Event Funding.

Timeline:

1. Marketing and Events Advisory Committee (MEAC) reviews Special Event Funding Application within one month of submittal.
2. MEAC may request the producer to attend an additional meeting or submit additional data.
3. All information is evaluated and a decision is reached by the MEAC. Outcomes are as follows:
 - a. The MEAC approves funding for the event and advises the Town Council on the extent of funding.
 - b. The MEAC rejects town funding for the event as it is currently presented. The committee will include recommendations to modify the event, so it contributes to the overall goals of the MEAC.
 - c. The MEAC rejects town funding. The event does not fit within the towns overall objectives and criteria.
4. If the MEAC recommends funding, the Eagle Town Council will take it to vote during the next scheduled town meeting.
5. The Marketing and Events Coordinator contacts the event promoter and presents a contract to them, if approved by the Town Council.
6. Unless otherwise specified, funds will be distributed per the following formula:
 - a. 1/3 of the amount upon contract signing
 - b. 1/3 upon completion of the special event permit application and verification of event advertising
 - c. 1/3 of the amount upon completion of the event and the MEAC's approval of the follow up report .

Considerations

If chosen to receive funding from the Town of Eagle, it is the event promoter's responsibility to

1. Comply with and complete in a timely manner all TOE permit requirements.
2. Ensure that the event is listed on the TOE website: www.eagleoutside.com.
3. Agree to the placement of the TOE logo on marketing and promotional materials associated with the event as the appropriate level of sponsorship.
4. Provide the MEAC with copies of any film or photographs from the event for promotional purposes.

Accountability and Follow-Up

With the acceptance of town funds, the event promoter will remain in contact with the Town of Eagle's Marketing and Events Coordinator, providing budget update every 3 months.

Within 60 days of the close of the event, the event promoter will provide a written event follow-up that includes the following:

1. Final budget with profit and loss statement, including how the MEAC funds were utilized
2. The marketing tactics and media plan implemented for the event
3. Guest lodging. Marketing and the means guests directed to book. Room nights generated.
4. Event wrap-up report including:
 - a. The event's strengths and weaknesses
 - b. Attendance numbers and demographics
 - c. Economic impacts to the Town of Eagle: Lodging, Restaurant and Retail
 - d. Media exposure ; sponsorships
 - e. Visitor intent to return
 - f. Estimated ROI to the Town of Eagle
 - g. Potential for event to grow



The Town of Eagle

Box 609 • Eagle, Colorado 81631
(970) 328-6354 • Fax 328-5203

Meetings:
2nd and 4th Tuesdays

2012 Special Event Funding Application

Complete this form and submit digitally

COMPANY INFO

- EVENT PRODUCER
- CONTACT
- ADDRESS
 - PHYSICAL
 - MAILING
- PHONE
- EMAIL
- WEBSITE
- # OF YEARS YOUR ORGANIZATION HAS BEEN IN BUSINESS
- HISTORY OF EVENTS PRODUCED
- TAX STATUS

EVENT INFORMATION

- NAME OF EVENT
- EVENT DESCRIPTION
- NEW OR EXISTING EVENT?:
- IF EXISTING, WHAT VENUES HAVE BEEN USED AND HOW MANY YEARS HAS IT BEEN PRODUCED:
- PROPOSED DAYS
- PROPOSED TIMES
- ANNUAL EVENT?
- LOCATION(S):
- WILL ANY PORTION OF THE EVENT TAKE PLACE OUTSIDE EAGLE? (IF YES, WHERE?)
- DOES THIS EVENT REQUIRE TOWN OF EAGLE SERVICES?
- (IE: PARKING, TRAFFIC CONTROL, STREET CLOSURES, POLICE , EMT)
- ANTICIPATED # OF PARTICIPANTS
- ANTICIPATED # OF SPECTATORS
- # OF STAFF
- # OF VOLUNTEERS
- EXPECTED PARTICIPATION:
 - % LOCAL
 - % IN-STATE
 - % OUT OF STATE
- BRIEF DESCRIPTION OF POTENTIAL BENEFITS TO THE TOWN OF EAGLE, INCLUDING ESTIMATED ROOM NIGHTS:
- WHAT ROI SHOULD THE TOWN EXPECT?

BUDGET

- ATTACH A DETAILED EVENT BUDGET. INCLUDE:
 - ESTIMATED REVENUES
 - ESTIMATED EXPENSES
 - OTHER SPONSORSHIP \$
 - REQUESTED FUNDING FROM THE TOWN OF EAGLE
- HOW WILL THE TOWN OF EAGLE FUNDS BE UTILIZED?

- WILL THIS EVENT STILL OCCUR IF FUNDING FROM THE TOWN OF EAGLE IS NOT GRANTED?
- IF YOU ANTICIPATE REQUESTING FUNDING FOR NEXT YEAR, WHAT % OF THE TOTAL EVENT BUDGET WOULD THE FUNDING INCLUDE? (WE ENCOURAGE EVENT PROMOTERS TO DEVELOP ADDITIONAL SPONSORS AND INCOME MEANS AS THEY BECOME ESTABLISHED)

MARKETING/TRACKING

- INCLUDE A MARKETING PLAN, INCLUDING POTENTIAL SPONSORSHIPS & MEDIA EXPOSURE
- PROVIDE PROJECTED DEMOGRAPHICS FOR EVENT ATTENDEES AND SPENDING HABITS
- HOW DO YOU PLAN TO SURVEY PARTICIPANTS AND EXTRACT DEMOGRAPHICS DURING THE EVENT?
- PROVIDE ANY SUPPORT MATERIALS FOR YOUR PRESENTATION IN ELECTRONIC FORMAT

**FOR ADDITIONAL INFORMATION PLEASE CONTACT
MEG STEPANEK, MARKETING AND EVENTS COORDINATOR, TOWN OF EAGLE.
MEG.STEPANEK@TOWNOFEAGLE.ORG
970.328.9628**



The Town of Eagle

Box 609 • Eagle, Colorado 81631
 (970) 328-6354 • Fax 328-5203

Meetings:
 2nd and 4th Tuesdays

Criteria for Allocation of Funds MEAC Worksheet #1

Event Name _____

Event Dates _____

New Event Existing Event

\$ Requested _____

CRITERIA	RATING (1-5)
Does the event	
Provide a multi-day event schedule to the consumer?	
Increase room nights?	
Increase restaurant business?	
Stimulate retail sales?	
Is this an annual event?	
How big can it become?	
Does the event elevate the profile of Eagle?	
Is the event compatible with Eagle's branding?	
Are the objectives of event producer parallel to Eagle's?	
How well does it contribute to a balanced calendar of events?	
How great is the media exposure and potential to attract sponsors?	
TOTAL	



The Town of Eagle

Box 609 • Eagle, Colorado 81631
 (970) 328-6354 • Fax 328-5203

Meetings:
 2nd and 4th Tuesdays

Criteria for Fund Assessment MEAC Worksheet #2

Event Name _____

Event Dates _____

New Event Existing Event

\$ Requested _____

CRITERIA	RATING (1-5)
Did the event	
Did the investment increase Eagle's economic performance?	
Increase room nights?	
Increase restaurant business?	
Stimulate retail sales?	
Elevate the profile of Eagle?	
Destination guests? % of weekenders?	
Was the TOE investment leveraged for: sponsorships or media exposure?	
Sponsorships?	
Media Exposure?	
Sales and Marketing Reach?	
If this event was annual, has attendance increased?	
Contribute to a balanced calendar of events?	
How great is the media exposure and potential to attract sponsors?	
TOTAL	

- B -



ARTS ORGANIZATION GUIDELINES

PROGRAM GOALS

The City of Ventura Cultural Funding Program, first developed in 1993, supports the following cultural goals of the community as stated in the 2005 Ventura Cultural Plan and in the "Our Creative Community" section of the *2005 Ventura General Plan*:

- To support Ventura's cultural infrastructure of arts organizations and artists
- To ensure comprehensive access to and involvement in cultural opportunities by all segments of the community
- To support economic development and increase tourism
- To enhance lifelong learning opportunities in the arts for all ages

Program Updates

On January 24, 2013 the Cultural Affairs Commission approved the guidelines for the FY 2013-14 Cultural Funding Program.

- The program is open to any Ventura-based arts nonprofit. All organizations will be required to provide proof of their 501(c)3 status (or their Ventura based fiscal agent(s)).
- The "New Projects" category and Artists Fellowships continue to be suspended.
- \$90,000 will be awarded on a competitive basis to non-profit arts organizations, with grants ranging in size from \$3,000-\$20,000 through a simplified application.
- Applicants will submit a one-page narrative, proposed fiscal year 2013-14 projected budget (on a supplied form), and the last completed fiscal year-end budget.
- Narrative cannot extend beyond the allotted space per template provided.
- Organizations are required to submit financial information via the California Cultural Database Project (www.caculturaldata.org).
- Artistic samples will be required. DVD's or CD's will not be played for more than two minutes. Audio tracks must be marked. Samples will be reviewed before the grant representative is invited into the panel conference room.
- Arts Organization Representatives will be contacted two weeks prior to the panel convening and invited to make a five-minute presentation to the panel, with a five-minute panel question and answer period on August 1 at a specified time.
- Past applicants must have submitted a Final Report from the previous year to be eligible for future funding.
- A panel of one Cultural Affairs Commissioner, one visual artist, one performing artist/arts educator, and one outside grant funding expert will review applications.
- City staff and members of the Cultural Affairs Commission will actively evaluate grantee offerings during the course of the funding period.
- Appeals can be made in writing directly to the Parks, Recreation and Community Partnerships Director within 30-days of the CAC grant approvals. A third party outside the Parks, Recreation and Community Partnerships Department will arbitrate the appeal, and that decision will be final. No grant contracts will be issued, and no grants will be awarded, until the appeal is finalized.

TIMELINE

Friday, July 5	Applications due at the Office of Cultural Affairs office by 5:00 pm
Thursday, August 1	Grant panel convenes
Thursday, August 22	Cultural Affairs Commission review of panel recommendations
Week of September 2	Award letters mailed out

**Application Receipt Deadline:
5:00 PM, Friday July 5, 2013**

Mail or deliver packets to:

City of Ventura Office of Cultural Affairs
Attn: Cultural Funding Program
501 Poli Street, Room 226
Ventura, CA 93002 0099

Further Information

If you have any questions or need assistance in completing the application, please contact Cultural Affairs Staff.

Arts Organization Guidelines



PROPOSAL NARRATIVE

Please address the following evaluation criteria.

GENERAL OPERATING GRANTS

1) Artistic Excellence/Merit – 25 points (*Maximum 300 words*)

Describe in detail your organization's programs and activities including artistic goals and philosophy. What makes your programs unique from other similar arts organizations in the area? Describe ongoing arts education programs, if any.

2) Organizational & Fiscal Capacity – 25 points (*Maximum 250 words*)

Describe your administrative and governance structure (including numbers of staff and volunteers) and any changes in your operating budget. Describe your planning and fund raising process and the status of any long-range plans.

Arts Organization Guidelines



PROPOSAL NARRATIVE

Please address the following evaluation criteria.

GENERAL OPERATING GRANTS

3) Community Impact & Evaluation – 25 points (*Maximum 250 words*)

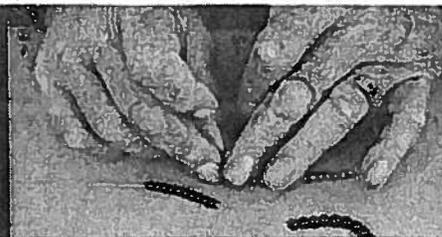
Describe your marketing and audience development strategies, including community impact and attendance figures. How have your programs grown or changed over time? How do you evaluate your success?

4) Cultural Diversity – 25 points (*Maximum 250 words*)

Describe your past efforts and future plans to expand the cultural diversity of your board, staff and audience. How does your organization define diversity?

5) Current Organization Budget

Arts Organization Guidelines



Eligibility Requirements

Organizations must:

- Present, produce, or support arts or cultural programs as the major components of the mission;
- Applicants must be in compliance with all City codes, laws and ordinances;
- Be in compliance with the Americans for Disabilities Act and operate so as not to discriminate on the basis of race, religion, gender, sexual orientation, age, national origin or disability;
- Have satisfied the requirements of any previously awarded grants from the City of Ventura Office of Cultural Affairs, including completion of a final report;
- Provide proof that organization maintains an ongoing liability insurance policy with a minimum of \$2 million aggregate, \$1 million per occurrence general liability coverage.
- Grant activities must be completed prior to June 10, 2013.

Restrictions

- Organizations that receive line item budgetary support from the City, independent of the Cultural Funding Program are not eligible to apply;
- No grant funds may be used for the payment of any debt, debt interest or deficit reduction; commercial enterprises; any fines and penalties; building or remodeling of facilities, furniture or fixtures; lobbying any public agency or office; out of state travel; hospitality or food costs; placement of grant funds into trust, endowment or contingency funds; expenses for projects that have already been completed.

GENERAL APPLICATION INSTRUCTIONS

- All applications must be typewritten in 11 point font or larger using the fillable and saveable pdf version of the form.
- Do not use any staples, folders or notebooks in your application (paper clips are acceptable).
- All materials must be single sided only.
- Do not include a cover letter.

REQUIRED MATERIALS

Submit **one original** of the following:

- Application with signature
- Proposal Narrative
- Current year operating budget (on supplied form)
- Last completed fiscal year-end budget (audited financial statement)
- Proof of non-profit status
- Artistic Samples (audio or visual)
- Artistic Sample Description (on supplied form)
- CDP Report

Artistic Samples

- Literary samples limit to 15 pages type written 11 point font or larger (x7 copies)
- Clearly number and label each item with the following:
 - Title of work
 - Date completed
 - Publication date, if applicable
 - Name of publication and/or publisher, if applicable
- Audio/Visual samples: Only one copy is required. Please label each item with organization's name and item number (corresponding to the Artistic Sample Description sheet). Audio and visual samples contained on DVD's and CD's should be edited to only include work you wish to be evaluated by the panel. Still images should be submitted to a PC-compatible CD-ROM in jpg file format. Each disc should be labeled with organization name and image number to correspond with an annotated image list. Minimum file resolutions 300 dpi at 5" x 7" format. 35 mm slides are no longer accepted.

Return of Materials:

Artistic samples will only be returned if a self-addressed envelope with correct postage is included with the application. Applicants may also call (805)658-4720 to arrange pick-up after the panel review.



Application for General Operating Grants

Application Receipt Deadline: 5:00 pm, Friday, July 5, 2013

NAME OF ORGANIZATION: _____
FEDERAL TAX ID #: _____
DUNS #: _____
ADDRESS: _____
CITY: _____ ZIP: _____
CONTACT PERSON: _____
TITLE: _____
PHONE NUMBER: _____ day _____ evening
EMAIL ADDRESS: _____
WEBSITE: _____

CERTIFICATION:

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

Signature _____ Date _____

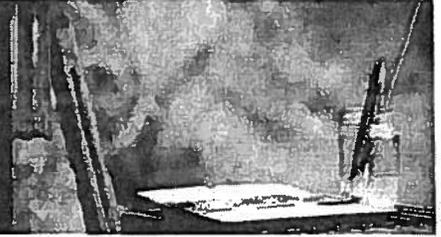
Year organization founded: _____

Annual budget for past year: _____ Fiscal or calendar? (check one)

Amount requested: _____

Organizational mission statement: (200 word maximum)

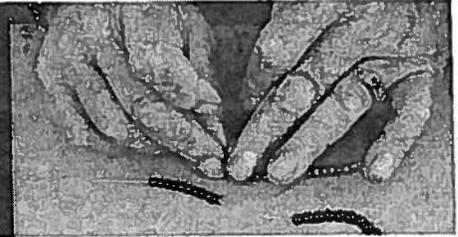
Artistic Sample Description



Applicant: _____

Media (i.e. Video, DVD, CD Audiotape, etc.)	Title	Description	Publication Date or Performance Date and Location	Publisher or Producer as applicable
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

Art Organization
Proposed Budget projected to year-end 2014



REVENUE

Earned: specify (*ticket sales, concessions, memberships, fees etc*) _____
Contributed: specify (*sponsorships, donations, grants*)..... _____
In-kind: specify..... _____
City of Ventura Grant Amount..... _____
Total Revenue 0.00

EXPENSE

Personnel..... _____
Artistic..... _____
Administrative..... _____
Sub-total..... 0.00

Production

Supplies/Materials..... _____
Facility Rental/Expense..... _____
Equipment..... _____
Marketing..... _____
Other (specify)..... _____
Sub-total..... 0.00
Total Expense 0.00



MEASURE U APPLICATION COMMITTEE STAFF REPORT

Subject: Provide direction to staff regarding the annual administration of Measure U funds.

Initiated by: Stuart Brown, Recreation Manager

Written by: Stuart Brown, Recreation Manager

INTRODUCTION

The purpose of this item is for the Measure U Application Committee to provide direction to staff regarding the annual administration of Town funds.

BACKGROUND

The Recreation Manager is primarily responsible for staffing the Measure U Application Committee, and overseeing the appropriation of approximately \$700,000 of Measure U funds annually. This commitment represents approximately 15% of the Manager's current annual work plan.

Phase II of the Town's restructuring plan provides the opportunity for staff to analyze current Town services, the cost to deliver those services, and a method to identify more efficient and cost-effective service delivery methods. Recent examples of this include the contracting of Speidel Services for the function of the MLTSCC Coordinator, contracting MLTPA to provide MLTS website support, and the consideration of utilizing web-based recreation software for the Recreation Department.

Staff is recommending that the Measure U Application consider alternatives to the current method of administration. This could include:

- Contracting with a consultant or existing "non-conflicting" organization.
- Town advertises for additional position within Recreation Department.
- Consider re-allocating duties of the Recreation Manager.

Whatever alternative is recommended, the Recreation Manager would still provide direct oversight to the party responsible for the administration of Town funds.

The Recreation Commission will also be discussing this item at a future meeting so coordination will be required, with a recommendation to Town Council for the fiscal year 2013-14 Town budget.

ANALYSIS & DISCUSSION

Measure U Process Components

Staff has provided the following components of a typical Measure U award process. It is a very intensive process and one that requires diligence, efficient organization and broad project/financial management skills.

- Schedule meetings of the Measure U Application Committee
- Draft and post Meeting Agendas and Staff Reports
- Collect and post meeting minutes
- Develop timeline – funding cycles
- Assist in the creation of funding categories
- Assist in the creation of ‘High level’ Goals & Priorities
- Review and revise as necessary the Measure U project application form (Executive Summary/Conceptual Plan)
- Provide and review the applicants detailed Budget
- Review and revise as necessary the Evaluation filter and established criteria for evaluation
- Review and revise as necessary the Applicant Information Packet
- Schedule the Primary Filter Review
- Schedule the Applicant Presentations
- Schedule and oversee the Funding Recommendation Process
- Schedule the Town Council Award/Workshop, and draft Agenda Bill
- Collect and collate the Performance Report & Detailed budget
- Administer appropriation of funds – contracting, payments, reconcile fund, etc.
- Post action to website, draft Press Release, etc.

Conflict of Interest

A major concern for the Town is the administration of Town funds as it relates to a third party. If one entity or organization has both the funding administration role and also receives the same funding, a legal conflict will exist. In a memorandum dated September 12, 2012, the Town Attorney pointed out that “a single consultant both making Measure R funding decisions and being eligible to receive funding would present a

serious conflict of interest and would make it difficult for the Town to exercise effective oversight.”

This conflict of interest issue raises concerns for the Town and would need to be explored in greater detail as it relates administration of Town funds.

Request for Proposals

The Town recommends that whatever the Committee recommends, that a Request for Proposals (RFP) be drafted and distributed that clearly defines the goals and objectives of the position, along with the roles, responsibilities and expectations of both parties.

Measure U Process Recommendations

Adopted by Town Council in February 2012, the Measure U Process Recommendations states “....*The Town’s administration should identify what staff and what level of Measure U funding will be needed to administer/support the process. However, it is also recommended that the use of Measure U funds for staff administration of Measure U be set at a “cap” not to exceed 4% of the annual Measure U revenue. Staff administration hours are to be billed as incurred. The Measure U Application Committee should review the annual administrative budget.*”

The recommendations do not specify who provides administration services, just that it not exceed 4% of the annual revenue and expenditures are billed as ‘incurred’. It is assumed that as these are Town funds, effective oversight would have to be provided by the Town of Mammoth Lakes.

RECOMMENDATION

Provide direction to staff regarding the annual administration of Measure U funds.

MEASURE U APPLICATION COMMITTEE STAFF REPORT

Subject: Provide a recommendation to Town Council regarding the composition of the Measure U Application Committee.

Initiated by: Measure U Application Committee

Written by: Stuart Brown, Recreation Manager

INTRODUCTION

The purpose of this item is for the Measure U Application Committee to provide a recommendation to Town Council regarding the composition of the Measure U Application Committee.

BACKGROUND

The complications experienced by both staff and the funding applicants regarding the recent Measure U Spring award applicant presentations has raised some concern by Town Council that the current 3-member composition of the Measure U Application Committee may need to be revisited.

Current Town of Mammoth Lakes advisory bodies (Planning/Recreation Commission) consist of 5 members, serving a term of 4 years. The terms and appointment of members follows the regulations stated in the Town's Advisory Body Handbook.

Staff has outlined the recommendations stated in the Measure U Process Recommendations adopted by Town Council in February, 2012, along with action taken by Town Council regarding the composition of the Committee, including comments made by the Recreation Commission, and action of the Measure U Application Committee.

Staff has identified several alternatives at the conclusion of the Staff Report for the Committee's consideration.

ANALYSIS & DISCUSSION

Measure U Process Recommendations

A. Management Oversight

“Oversight occurs in two important areas. The first level of oversight occurs with the Measure U Application Committee. It is the committee’s recommendation that a Measure U Application Committee be established to oversee the application process, funding recommendations and project oversight. This committee should be comprised of three individuals and include a member of the Recreation Commission, a member of the Mobility Commission and a third member appointed by the Town Council representing the arts & culture community. It is recommended that individuals interested in representing the arts & culture community would complete an application similar to the Town’s existing commission application. The two sitting members of the U Application Committee would review the submitted applications and make a recommendation to the Town Council for the third appointment. The Town Council would make the final appointment. This appointment process for the third seat would continue until a time when an Arts & Culture Commission or other such body is formed. The terms of the U Application Committee members would be based on their respective commission terms.”

Recreation Commission Comments

On February 7, 2012, the Recreation Commission expressed concern about the recommended size of the Measure U Application Committee.

The Commission stated that *“They’re not sure that a 3-person committee is large enough to handle the work of the committee. Their recommendation is for the Measure U Application Committee to evaluate the effectiveness of a 3-person committee following a funding cycle and determine whether the committee should be expanded.”*

Town Council Action

On February 15, 2012 It was moved by Councilmember Rick Wood, seconded by Mayor Pro Tem Matthew Lehman, and carried by 5 - 0 to *“...approve the proposed 3-member composition of the Measure U Application Committee, and include the Recreation & Mobility Commissioners in the interview process for the third committee member.”*

Measure U Application Committee Action

The Committee briefly discussed the composition of the Committee at the conclusion of the 2013 Measure U Spring “test” award process on May 29, 2013 and the consensus was to *“Maintain 3 person Application Committee for first funding cycle and evaluate post process.”*

Options Analysis

To facilitate the discussion, staff has provided a number of options for the Committee's consideration. They are listed below in no particular order:

- A. Remain a 3-member advisory body, but appoint 1 or 2 alternates.
- B. Change the advisory body to five members, and provide recommendations to Town Council on the additional 2 "at large" members.
- C. Merge the Measure U Application Committee with the Recreation Commission to form one Special Use Tax Advisory Body.
- D. Do nothing at this time.

Staff recommends that the Committee evaluate each alternative listed above, while also evaluating other options not presented by staff.

This policy item is scheduled on the May 1, 2013 Town Council agenda.

RECOMMENDATION

Provide a recommendation to Town Council regarding the composition of the Measure U Application Committee.