

## MLT Restaurant Seat October 2021

Nominating Committee: John Morris, John Mendel, Pat Foster

Candidate to fill the Restaurant Seat recently vacated by Michael Ledesma. The newly appointed Board Member will serve the balance of the current term – the first seated meeting being on December 1<sup>st</sup> 2021 with a termination date set for June 2023. At that time, the Restaurant Seat will be up for re-election or renewal for a standard 3-year term.

We want to sincerely thank Cristi Quesada-Costa, Billy Deaver, and Deb Radcliff for each showing interest in joining the Mammoth Lakes Tourism Board and their willingness to volunteer their time and experience to help serve our community – much appreciated and humbling.

The Nominating Committee spent close to an hour (via Zoom Meetings) with each candidate over a couple day period. All three Candidates truly bring a wealth of knowledge, experience, professionalism and love for our community that would certainly be beneficial to our Board. However, with only one seat available a tough decision had to be made. When it came time to make a selection, all three members of the Nominating Committee agreed that Deb Radcliff was their individual choice for the Restaurant Seat.

With a unanimous decision among the Nominating Committee, we recommend that the Board appoint Deb Radcliff to fill the vacant Restaurant Seat on the Mammoth lakes Tourism Board.

Thank you all for the opportunity.

## ARTICLE V

### **BOARD OF DIRECTORS**

**5.01 Board Composition.** The Board shall be composed of nine Directors. There are three appointed positions without terms as detailed below, and six termed positions. All termed position candidates are recommended by the designated association to the nominating committee (Sec 5.03). Individuals are able to submit interest solely through the same nominating committee process. The nominating committee will recommend to the MLT Board their recommendations for discussion and vote. All term positions to be filled by the MLT Board. The nine board seats will be composed as follows:

Appointed Positions (no terms)

- One Representative of the Mammoth Lakes Chamber of Commerce (appointed by the Chamber)
- One Representative of the Mammoth Mountain Ski Area (appointed by the business)
- One Mammoth Lakes Town Council designee (either a Council Member or Town Manager)

Termed Positions (either 2 or 3 year terms as noted)

- Two Lodging Representatives (one 2 year term, one 3 year term)
- One Restaurant Representative (3 year term)
- One Retail Representative (3 year term)
- One Cultural Arts/Special Events Representative or At Large representative (2 year term)
- One “at large” representative (2 year term) must hold a business license in the Town of Mammoth Lakes)

**5.02 Qualifications.** Each Director shall reside within the Mammoth Lakes area and shall have a substantial business interest in the Town and shall demonstrate a working knowledge of the tourism industry as it relates to the Town. All non-appointed Director Positions shall be (or represent businesses that are) in good standing with the Town of Mammoth Lakes with current business license, taxes and assessments.

**5.03 Nominating Committee.** The Board shall appoint a Nominating Committee composed of three of its members. The Nominating Committee may appoint two or more persons or tourism leaders who may participate or assist in the interview process. An existing Director may be re-nominated. All persons so nominated shall meet the qualifications specified in Section 5.02.

**5.04 Vacancy.** If a vacancy occurs on the Board due to resignation, death, end of term or other cause, the Nominating Committee shall 1) seek another appointment from the respective organization/company if it's a standing seat, or 2) or appoint a new Director by following the Nominating Committee process (sec 5.03) ADD: if an appointing company or organization has a change prior to the fiscal year election, a change needs to be submitted in writing to the Board stating the change, reason and time frame for the record. Based on projects or subcommittee involvement, the member being replaced may continue at Board discretion and approval of the

standing organization/company, however, voting rights would go to the newly appointed Board member. If a Board member change affects the Chair or Vice-chairperson positions, new officers must be elected for the remainder of the fiscal year and noted in the minutes to follow sections 6.01 and 6.02. If a member leaving the board for any reason stated above is not in good standing with the representing agency, a meeting would be held in executive session for discussion around immediate termination of a Board Member in regards to committee or project involvement. In the case of criminal action or legal issues, the representing agency has the right to approach the Board in executive session to recommend immediate termination. Final determinations to be made by the current Board of Directors.

**5.06 Powers.** In addition to the powers set forth in other sections of these By-Laws, the Board shall have the following powers:

- a.** to select and remove Officers of the Board, who shall include a Chairman, Vice Chairman, Secretary, and Treasurer, and to prescribe the terms, powers and duties of the officers;
- b.** to select the Executive Director and to prescribe his or her compensation, term, powers and duties; to hire employees and consultants to the extent the Executive Director is not authorized to do so; to enter into contracts for services of the Executive Director, consultants and employees;
- c.** to conduct and control the business, financial, legal, personnel management and other affairs of the Corporation;
- d.** to designate the times and places for the holding of meetings of the Board and of the members of the Corporation;
- e.** to change the name of the Corporation;
- f.** to borrow money, and to execute and deliver in the corporate name such promissory notes and security instruments as are necessary to facilitate the incurring of debt;
- g.** to accept and provide grants;
- h.** to appoint such committees as are deemed necessary to facilitate the purposes of the Corporation (the make-up of the committees may include, at the discretion of the Board, members of the Board, participating community members, and/or third parties);
- j.** to compensate members of the Board and employees for expenses incurred in carrying out the business of the Corporation.
- k.** to contract for such insurance coverage as it deems necessary, including, but not limited to, Director liability coverage.

**5.07 Removal.** A Director may be removed for cause upon failure by that Director to attend a third of the regular meetings held over the course of one year and/or three consecutive meetings of the Board, criminal action or legal issues in regards to their employment, as a community member, or with their representing agency. Removal shall be by a majority vote of the remaining Directors present and voting on a call for removal, provided a Quorum is present. If a Director is so removed, the Board shall then, or at its next meeting, appoint a Director to replace the removed Director, with the appointee to serve out the term of the removed Director. Vacancies shall be filled as determined in section 5.04.

**5.08. Procedures.** Meetings of the Board shall be governed by Roberts Rules of Order, as interpreted on any given question by the Chairperson.

**5.09 Quorum.** A majority of the members of the Board shall constitute a quorum for the transaction of business at regular or special meetings. A vote of a majority of the members of the quorum shall apply to any matter on which a vote is taken and shall constitute an action of the Board. In the event of a tie, the Chairman's vote will break the tie.

**5.10 Meetings.** Regular meetings of the Board shall be held not less than once each calendar month at a time and place specified by the Board. Special meetings of the Board or the Members may be held at such times and places as are specified by the Board. Meetings may be adjourned to such times and places as are designated by the Chairman.

**5.11 Open Meeting Law.** Provisions of the Open Meeting Law shall apply to the Board and the Corporation when applicable under the circumstances.

**5.12 Agendas; Notices.** The Board shall adopt agenda and notice requirements for meetings of the Board.

Mammoth Lakes Tourism Board

October 7<sup>th</sup>, 2021

2520 Main Street

Mammoth Lakes, Ca 93546

Billy Deaver

619.886.0035

[billy@blackvelvetcoffee.com](mailto:billy@blackvelvetcoffee.com)

Hello Mammoth Lakes Tourism Board,

I am writing to express my interest in the vacant restaurant board seat for Mammoth Lakes Tourism. My 27-year hospitality career has spanned the country- east coast to west coast, vacation towns as well as major US cities. It has been a career of building relationships, learning and accomplishments. I believe the experiences I have had along the way have given me the tools to be able to further contribute our town and our future as a world class destination. My wife Katie and I bought Black Velvet Coffee last December and, with our continued stake in the hospitality landscape, we understand the needs of our restaurant community. I look forward to a continued conversation about the position.

Many Thanks,

Billy Deaver

# **Billy Deaver**

P.O. Box 778  
Mammoth Lakes, CA 93546  
[Chefbillydeaver@gmail.com](mailto:Chefbillydeaver@gmail.com)  
(619) 886-0035

---

## **Executive Chef | VP of Operations**

High energy, creative, results-driven culinary professional with extensive range of management experience to include restaurants, hotels, golf and ski resorts, stadiums, boutique and large scale events. Passionate yet uncomplicated approach to food and Business, focusing on scratch cooking utilizing local, seasonal ingredients. Consistent record in producing operational profits, enhanced guest experience and cohesive departmental and interdepartmental relations.

## **Accomplishments and Training:**

- Unlocking Emotional Intelligence, 2020
- High Level Leadership Coaching, 2019
- Selected 3 times by Outstanding in the Field- twice in 2014 and 2015
- Retaining Top Talent-KSL 2013
- Inclusion Training, Levy Restaurants, 2010
- Management of multiple outlets for USTA event in Queens, NY with 15 million in sales over 14 days, 2009
- Oversight of culinary operations at MLS All-Star, Stanley Cup and NASCAR events for team ownership and their guests, 2009-2011
- Manage and Performance Training (forecasting future business and client relations), 2009
- Media Training, Levy Restaurants, 2008
- Management Academy, Levy Restaurants, 2008
- Culinary Instructor, World Regional Cooking, Grossmont College, 2006
- Maître du Gout, Master of Taste Award, 2006
- Chef's Specials of California cookbook- 1<sup>st</sup> edition, 2006
- AAA- Four Diamond Rating- 2005
- Most Creative Cuisine/Best Casual Fine Dining, Gaslamp Association- 2005
- The International Who's Who of Chef's, 2004-2005
- James Beard House- assist Chef Carl Schroeder, October 2004
- Cover feature of Dining Out magazine, San Diego, Winter/Spring edition 2004
- Trained under Certified Master Chef Detlev Martitsch Kreiner, 1999 - 2000

## **Education:**

**Horry Georgetown Technical College**  
**Myrtle Beach, South Carolina**  
*Business/Culinary Arts- Associates Degree*

*May 1999*

## **Professional Experience:**

*Black Velvet Coffee, Mammoth Lakes, CA  
Co-Owner, Roaster*

*December 2020-Present*

- Manage daily operations including food and beverage service, back-office administration, procurement, merchandise and financial management
- Responsible for team hiring, training and development
- Roast coffee on-site with annual production of 18,000 lbs.
- Maintain website, social media accounts, client database and communications

*Mammoth Resorts, Mammoth Lakes, CA  
Senior Executive Chef  
Executive Chef*

*November 2016- September 2020  
August 2014 – November 2016*

- Effectively direct all culinary operations for 4 year-round ski resorts: 500 lodging rooms including a luxury hotel, 7 full-service sit down restaurants, Private club with 130 elite members, 80 Concession/fast casual outlets, weddings, meetings, catering, craft services and off site catering operations between Northern and Southern California
- Creative menu content, design and implementation for all outlets including award winning fine dining, cafés, 18-hole and executive golf courses, room service, catering operations, fast casual, and satellite operations
- Pre-Opening, concept creation, design, and construction projects on new and existing spaces, including converting a snow cat to a roving bar, shacks, and trailers to kitchens
- Manage a team of 8 executive chefs, 14 sous chefs and a brigade of 400 culinary team members with just at 900 in total in F&B
- Assist in writing annual budget for 4 ski resorts over 47 million in F&B sales and 25 separate P&L accounts maintaining a 21-23% food combined across all resorts for 5 years holding in the top 3 positions across all 15 resorts more than doubling annual revenue in 6 years
- Increased guest satisfaction by more than 30 points by improving team morale, inter-department relations and higher level of procurement in all areas of F&B holding the 80+% and in the top 3 across all 15 resorts 3 years running

*Ace Hotel & Swim Club Palm Springs, CA  
Executive Chef*

*October 2013 – July 2014*

- Directed all culinary operations for a boutique hotel with 179 rooms and 3 outlets
- Developed 3 Sous Chefs and a team of 28
- Assisted in writing an annual budget of \$5.5 million in sales
- Wrote all menus for room service, 3 meal period and catering operations

*Omni Rancho Las Palmas Resort & Spa, Rancho Mirage, CA*

*Executive Chef*

*July 2012 – September 2013*

- Direct all culinary operations for luxury hotel, spa and golf resort with 444 rooms, 27 holes of golf, 41,000 square feet of meeting space and 5 F&B outlets
- Creative menu design and implementation for all outlets including award winning fine dining, café, country club, room service, pool grill, catering operations and spa
- Manage a team of 45+ cooks and 9 sous chefs
- Plan and execute golf tournaments for country club consisting of 800+ members
- Assisted in writing annual budget for over 16 million in F&B sales

*Levy Restaurants at Reno Aces, Reno, Nevada*

*Executive Chef*

*April 2010 – July 2012*

- Responsible for culinary operation of three restaurants, catering, suites and concession operations at AAA baseball park
- Hired, trained, counseled and developed culinary staff of 80
- Operated monthly food cost at 24% to a budget of 25% and labor at 2.9% to a budget of 3.2%
- Managed monthly and annual profit and loss statements
- Assisted in writing annual budget of over \$4 million in F&B sales
- Developed concept menu and labor development for new business generating \$5 million annually
- Assisted a region of properties with daily and monthly operations to include, menus scheduling, planning events, recipes, P&L statements and executive recaps

*Levy Restaurants at Bistro Toujours, Park City, Utah*

*Executive Chef*

*August 2008 – April 2010*

- Responsible for the concurrent culinary operations of two properties (see Rio Tinto Stadium, below)
- Created and implemented breakfast, lunch, dinner and catering menus for a fine dining French Bistro in a boutique hotel located in the heart of Deer Valley ski resort
- Hired, trained, counseled, and developed culinary staff of 14, including two Sous Chefs
- Operated monthly food cost at 28% to a budget of 30% and labor at 13% to a budget of 14%
- Managed monthly and annual profit and loss statements
- Wrote annual budget of over \$1 million in sales



*Levy Restaurants at Rio Tinto Stadium, Sandy, Utah*

*Executive Chef*

*August 2008 – April 2010*

- Opened and operated all food operations in a 20,008-seat major league soccer stadium with 2 upscale restaurants, 32 suites and 11 concession stands
- Hired, trained, counseled, and developed culinary staff members of 30, including one Sous Chef and two supervisors as well as a purchaser
- Managed monthly and annual profit and loss statements
- Operated monthly food cost at 26% to a target budget of 28% and labor cost at 4% to a budget of 5%
- Assisted in writing annual budget of over \$4 million in sales

*Levy Restaurants at Morongo Casino, Resort and Spa, Cabazon, California*

*Executive Chef*

*November 2007 – August 2008*

*Chef de Cuisine*

*October 2006 – November 2007*

- Responsible for the operation of two fine-dining and one casual-dining outlet generating \$9 million in revenue annually
- Created and implemented menus for Pacific Coast Steak and Seafood, Asian-Sushi and American-style restaurants
- Decreased food cost from 42% to 33% and full-time staff from 40 to 32 from 2007-2008 to control costs and increase EBITDA
- Hired, trained, counseled and developed culinary staff members of 32, including 2 Sous Chefs and 4 supervisors

*Hilton San Diego Gaslamp Quarter, San Diego, California*

*Executive Chef*

*March 2005 – October 2006*

- Managed Food & Beverage operations generating \$3.5 million in revenue annually
- Created and implemented menus for three-meal California Cuisine restaurant, room service and banquet operations in a boutique hotel with 278 rooms
- Decreased food cost from 42% to 27% and increased revenue by \$.4 million in the fiscal year 2005 to improve EBITDA
- Hired, trained, counseled and developed 26 culinary and service staff members including two Sous Chefs and one supervisor

*San Diego Marriott Hotel and Marina, San Diego, California*

*Restaurant Chef*

*May 2003 – March 2005*

- Responsible for daily operations and menu development of a Four-Diamond Contemporary California cuisine restaurant generating \$1 million in revenue annually
- Assisted in planning and management of banquet functions for up to 17,000 guests
- Hired, trained, counseled and developed 14 culinary and service staff members
- Managed food and labor costs to meet budgets and improve bottom line results
- 4 diamond rating 2004 & 2005- first time in the 23-year history of the restaurant

*Northstar-at-Tahoe, Timbercreek Restaurant, Truckee, California*

*Chef de Cuisine*

*December 2002 – April 2003*

*Sous Chef*

*November 2001 – March 2002*

- Responsible for menus for seasonal restaurant generating \$1.4 million annually
- Managed culinary staff of 17, food and labor budgeting

Hello Emily & MLT,

I'm excited to submit my application for MLT's Restaurant Board Seat. As a resident of Mammoth and owner of Side Door Wine Bar & Café for the last three years, being involved in the community is of utmost importance to me personally and professionally. Although I've resided here and been a restaurant owner for three years, I have extensive board experience, as well as professional marketing expertise that would be a substantial benefit to MLT.

For over 20 years, my husband Ryan and I have been coming to Mammoth, which has been our happy place for over two decades. We have always wanted to retire here and in 2013, we purchased our first home in Mammoth, with the hopes to eventually retire here. We came across Side Door one winter and have been customers since it opened in 2004. We loved it so much we told founder/owner Shields Richardson if he ever retired to let us know and we promised to keep his legacy going. We kept our fingers crossed for 15 years, saving every penny we could to be able to purchase Side Door and move to Mammoth by the time we were 50 years old. I had even written my business plan in 2007 for a wine bar, and we have been saving and working towards this goal, with the hopes of one day owning our own wine bar. This dream came true when we acquired Side Door in 2019.

My business background has been primarily in retail marketing for over 35 years, even graduating from the University of Georgia with a major in Journalism and a minor in Retail Marketing. In 2018, I joined 5.11 Tactical as Global Chief Marketing Officer. In this role, I am currently responsible for leading the strategic marketing direction for 5.11, an iconic global cbrand rooted in serving public safety and military professionals, providing purpose-built technical apparel, footwear and gear, accountable for strengthening and evolving all aspects of the 5.11 brand and marketing strategies for retail and digital direct-to-consumer, wholesale and professional channels. Prior to joining 5.11, I served as SVP Marketing for West Marine, Sr. Director of Marketing for The Home Depot and Vice President of Marketing for Sports Authority. In my prior organizations, I oversaw and directed all aspects of marketing strategies, leading the development of integrated marketing plans, leveraging new insights, best practices, innovative executions and media integrations to create growth, improve financial performance and gain competitive advantage.

I have also served as a board member of multiple private companies, including Shelter Distilling, Inc. since February 2017 and National Retail Federation (NRF) where I served as CMO Council Chair and an Executive Board member since January 2014.

As a female restaurateur and business owner, local resident of Mammoth, and a former tourist of Mammoth for over 20 years, I am motivated to ensure Mammoth Lakes tourism provides the best experiences and encourages visitors to our beautiful town and the Eastern Sierra. I feel my background in marketing, restaurant ownership, connection with the local community, and even my experiences as a tourist of Mammoth brings a unique perspective that can benefit MLT.

Should you have any questions, please feel free to reach out. I look forward to exploring this opportunity to serve my local Mammoth community.

With appreciation,

Deb Radcliff

Co-Owner, Side Door Wine Bar & Café

714.330.0444 (m)

[deb.radcliff@sidedoormammoth.com](mailto:deb.radcliff@sidedoormammoth.com)

<https://www.linkedin.com/in/debradcliff/>



P.O. Box 566  
Mammoth Lakes, CA 93546  
W: 760.965.0345

cristi@dreamersdoart.com  
C: 310.621.7175

**RE: Board of Directors Restaurant Seat**

October 15, 2021

To whom it may concern,

For those of you who don't know me, I am Cristi Quesada-Costa, owner of Dos Alas CubaRican Café & Lounge, previously Sherwin's Restaurant, located within the Sierra Meadows Ranch at 1 Sherwin Creek Road. This letter serves to communicate my interest in fulfilling the Restaurant seat, and becoming a member of the Mammoth Lakes Tourism (MLT) Board of Directors.

I was a business owner in Los Angeles prior to moving to Mammoth Lakes; however, in a different field altogether. LatinSphere Advertising | Experiential Marketing enjoyed a notable roster of Fortune 500 Clients during its fourteen (14) year tenure, such as The Walt Disney Company, Disneyland Resort, Walt Disney World, Disney Vacation Club, ESPN, XM Radio, Sears, Roebuck & Company, OSH, Verizon, U.S. Cellular and Macerich Malls, to name a few. I acted as Executive Creative Director, Producer, COO and CFO. My business partner and I also shared all CEO duties. My Advertising career flourished at a WPP Agency (Y&R, O&M, etc.), where I worked as an Account Director, managing the Agency's biggest account, Sears, Roebuck & Co, for eight (8) years, as the brand identity transitioned from hard to soft goods, and after leaving the L.A. satellite office of a NY based Agency, where I worked as an Account Executive on their Anheuser-Busch, Bacardi Rums, P&G, Kmart and McDonalds accounts.

Prior to opening my Agency, I was the Managing | Membership Director for the Latin Recording Academy during its inception, where I managed and helped produce the 1<sup>st</sup> Annual Latin GRAMMY® Awards and corresponding events, such as the 1<sup>st</sup> Annual Latin GRAMMY® After Party, Latin GRAMMY® Person of the Year, and Latin GRAMMY® in the Schools, as well as International Membership Conferences in Mexico, Colombia and Brazil, to recruit qualified Latin GRAMMY® voting members. I was also charged with the inception of the Latin GRAMMY® Hall of Fame, as well as the Brazilian GRAMMY® Committee, to explore the possibility of forming a Brazilian GRAMMY® Academy with its own Awards show, and corresponding events.

When I moved to Mammoth Lakes, my second home since 1998, when we began buying properties here, I took a year off to catch my breath after a successful and exhausting 25-year career in Corporate America. In the meantime, I developed / launched Dreamers Do (DreamersDoArt.com), an online fine art gallery. However, the target is narrow, due to the high cost of fine art, and it's frankly not easy to sell fine art people can't see in person, hence, sales were random at best. That said, I moved on to the next business journey, Dos Alas CubaRican Café & Lounge, a hobby turned business, which has also become a fresh platform to exhibit art, as part of a unique dining experience.

I encourage you to visit Dos Alas CubaRican Café & Lounge if you haven't already. It has added a multi-sensory experience to Mammoth Lakes, and Mono County in its entirety. The experience begins with a gastronomic journey with Tropical / Caribbean and Spanish cuisine on the spotlight, to pamper a diverse group of patrons consisting of tourists and locals alike. As guests enter the venue, our food aromas mesmerize them. Their eyes are treated to breathtaking 360 Sierra Nevada views, and extraordinary art. They are then soothed and/or uplifted by worldly music. And finally, their taste buds are sometimes surprised and always delighted upon biting into a variety of flavorful dishes that can only be found here. Dos Alas is a unique dining destination, offering an uplifting cultural experience like no other in town. It's a casual restaurant, bar (beer and wine) and lounge under one roof, serving quality homemade and mostly slow-cooked food, focused on, but not limited to Cuban and Puerto Rican cuisine, rooted from their respective islands' native *Siboney* and *Taino*, Spanish and African origins. Traditional Spanish food, the dominant root of Cuban and Puerto Rican cuisine, is also featured. Vegetarian dishes are always available for those seeking delicious and unique meat-free meals. Gluten-free, as well as lactose-free dishes are also readily available. The International Latin flavor is evident not only in the food, but also in the decor and ambience. The decor is enhanced by exquisite art, which patrons seem to very much enjoy as they tour the restaurant. Dos Alas is a happy place, as you can read about in multiple online reviews.

I believe my expertise and entrepreneurial spirit could bring a fresh mix of professional assets to MLT. Furthermore, I am genuinely interested in the appeal and growth of the Town of Mammoth Lakes, as a resident and business owner. Having been a second homeowner for many years, to later realize the dream of moving here, also gives me a clear understanding of visitor's perspective. One of my top day-to-day priorities is to improve patron's experience while visiting Mammoth Lakes, which seems to be working, as per our online reviews.

Thank you in advance for the opportunity to apply for the Restaurant Chair position for MLT. Should you have any questions, please don't hesitate to contact me anytime.

I look forward to your reply.

Warmest regards,

A handwritten signature in black ink, appearing to read 'Cristi Quesada-Costa', with a long horizontal flourish extending to the right.

**Cristi Quesada-Costa**

*Owner*

**Dreamers Do, LLC DBA Dos Alas CubaRican Café & Lounge**