



**Critical Documents: 2009 – 2010**  
**For Review by the Community of Mammoth Lakes**  
**July 2, 2013**



*Mammoth Region Recreation Council (MRRC) Meeting - January 8, 2010*

*Compiled by MLTPA*





**Mammoth Lakes Recreation 1.0 Document Inventory  
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Compiled by MLTPA on July 2, 2013**

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  - i. **TOML Recreation Strategic Plan - 09/11/18**
    - 1. *TOML Rec Strategic Plan Final Draft\_091118*
  - ii. **TOML Recreation Strategic Plan - 09/12/18**
    - 1. *TOML Rec Strategic Plan Final Draft\_091218*
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    - 1. *TOMLRecPlan\_TC\_ADOPTED\_1-20-2010*
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- 1. *TOML\_TC\_Agenda\_Bill\_File\_100\_20\_100120*
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  - i. **Reconciliation Process Proposal - 10/02/22**
    - 1. *2010\_02.22-ProcessProposal*
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    - 1. *00\_ReconciliationAgenda\_040610*
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- a. *Outcomes Documents*
  - i. **Proposed Structure for TOML Recreation Department - 10/05/11**
    - 1. *TRC\_ProposalFor TC\_051110\_Final*
  - ii. **Recreation Director Job Description**
    - 1. *RecDir\_JobDescript\_j01*
  - iii. **Recreation Department Work Plan TOML FY 13/14**
    - 1. *2013-14\_Recreation Workplan\_ June 2013*
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    - 1. *5\_RECSTRATS\_2010\_07\_29\_02\_DS*
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    - 1. *054\_MLTPA\_MstrContract\_Amend01\_120408*



**Mammoth Lakes Recreation 1.0 Document Inventory  
Mammoth Lakes Recreation Council (MLRC)  
Compiled by MLTPA on June 22, 2013**

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To: Tourism and Recreation Commission

From: Danna Stroud, Tourism and Recreation Director

Date: 8/6/09

Subject: Formation of Mammoth Lakes Recreation Council

During the development of the Parks and Recreation Master Plan and the Trail System Master Plan, there was consistent reference to the need for a strategic implementation plan. With both plans in the process of being completed for final adoption and the Measure R funding process now in place, the need for strategic implementation is now emerging. We know that our agency and organization partners throughout the region also have implementation needs. The idea for bringing together these respective partners is to help identify similar needs among the agencies and to leverage all funding sources available, including Measure R.

Staff is proposing the idea of forming Mammoth Lakes Recreation Council, with assistance from MLTPA as convener and funding partner. We would look to have an outside facilitator assist with the process.

The T&R Commission would serve as the lead body for this effort.

Event Title:	"Mammoth Lakes Recreation Council First Annual Meeting"
Event Theme:	"Economic Development in Mammoth Lakes through enhanced recreation, increased visitation, and the strategic implementation of the Town of Mammoth Lakes Parks and Recreation Master Plan (Draft) and the Trail System Master Plan (Draft)"
Anticipated Date:	September 2009
Lead Agency:	Town of Mammoth Lakes - Tourism and Recreation Department
Staff Support/Convener:	MLTPA
Goals:	1) To draft five-year implementation priorities for the TOML Parks and Recreation Master Plan (PRMP)

	and the Trail System Master Plan (TSMP) 2) To draft strategic five-year implementation priorities that can identify opportunities for effectively leveraging, matching, and partnering projects with Measure R funds.
Deliverable:	A Five Year Strategic Implementation Plan for the Town of Mammoth Lakes PRMP and TSMP for approval by the Town of Mammoth Lakes Tourism and Recreation Commission and adoption by the Mammoth Lakes Town Council
Event Description:	½ day collaborative meeting lead by non-affiliated facilitator
Process Description:	<ol style="list-style-type: none"> <li>1) Letter of Invitation from Danna Stroud</li> <li>2) Consultation with each participant prior to event</li> <li>3) Collaborative participation by each invitee at ½ day facilitated event</li> <li>4) Circulation of drafted priorities for participant comment</li> <li>5) Approval and adoption of five year implementation priorities by TOML T+R Commission and TOML Town Council</li> </ol>
Draft Invitee List:	(Agency) – (# of seats) (invitees per protocol) CALTRANS – 1 ESIA – 1 Friends of the Inyo – 1 Mammoth Lakes Chamber of Commerce – 1 Mammoth Lakes Hospital – 1 Mammoth Lakes Foundation – 2 MCWD – 2 MCFD - 1 MMSA – 2 Mammoth Trails – 3 MLTPA – 2 Mono County – 2 MUSD – 2 National Park Service – 1 Restaurant – 1 Retail – 1 Sports Group – 2 TOML Community Development – 2 TOML DPW – 2 TOML Mobility Commission – 1 TOML Planning Commission – 1 TOML T+R Commission – 2 USFS – 2

	<p>Advised: TOML Town Council TOML Administration</p> <p>Total invitees = 39</p>
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## Notes from Rec Director/DMO Transition discussion Meeting 8-29-09

### FROM BOARD:

- 1) What are the identified General fund savings that will be realized by eliminating these two positions?
- 2) What does the strategic transition to the DMO look like?
  - a. Time Frame?
  - b. Reorganization of T+R Department ?
  - c. Reorganization of T+R Commission?
    - i. By June 30, 2010
    - ii. The transition must happen – time frame can be shortened, but must happen
- 3) All Measure A funds go to the DMO
  - a. Supported by MMSA
  - b. By June 30, 2010
- 4) Measure R
  - a. Ongoing effort to administer Measure R
- 5) Stakeholders
  - a. SNC, USFS, MLTPA, FOI, NPS, Mono County, Esta, ESIA, 72% of the voters who voted for Measure R

### ADDITIONAL:

DMO Transition is funded through 6/30/09  
Years of effective work already engaged  
10 months until transition is complete  
Currently engaged efforts: (Danna Email)

Expanded winter air service including 3 new markets  
DMO transition to complete by 6/30/09  
TSMP + PR Master Plan CEQA – SNC grant administration.  
Sherwin Working Group  
LABSS  
INF Forest Planning  
Measure R Administration  
ARRA Contract with USFS trails signage and wayfinding system  
Mtrip implementation  
CRM Web Program  
Brand Strategy



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## Notes from 1<sup>st</sup> Rec Reorg Meeting

### Recreation

Anything that anyone does for leisure  
Renew, Refresh, Rejuvenate, Re-Creat

#### Mammoth's Recreation

Outdoor  
Our Physical Environment  
The General Plan Citations  
Year Round  
Quality of Experience  
Health + Well Being  
Diversity

### Visitation vs Core Services

Mission Based Management  
Physical Accessibility  
Economic  
    Core Activity  
    Income Creating  
The Economic Engine  
The Industry  
The Product  
Infrastructure

Ease + Quality of Recreation  
Quality of Infrastructure  
Prioritized Activity  
Bedrock  
Foundation

### Product

Management/Programming  
Competition  
Product Development  
Asset Management Inventory  
Product Management  
    Who? How?  
Responsibility  
Ownership! Community!

### Where – Painting A Picture With Words

Water, Air, Creeks, Trails, Mountains, Parks, Fields, Any Open Accessible  
Space, Forests, Alpine, high Desert, Sky, Wildlife, Snow, Wildflowers,  
Granite, Scenery, Vistas, Climate, Night Sky

Process – At the Table Advisory

Core Group – 10 – Leadership

USFS (2)

County (1)

CAO

Mammoth TC (2)

Mammoth – T+R Comm (3)

Mammoth – T+R Department (1)

MLTPA – (1)

Facilitator

MMSA

FOI

Advisory



## RECREATION

Agenda for October 6, 2009

### WELCOME BACK

#### WHAT'S TRANSPIRED SINCE OUR LAST MEETING

- Confirmation that Recreation is bigger than the Town of Mammoth Lakes (John- map)*
- Highlights from meeting with Jim Upchurch*
  - Formalize the relationship*
  - Beyond cost share agreement*

#### PREMISES

- We have nothing to lose*

#### CURRENT ORGANIZATIONAL CHALLENGES - SOME EXAMPLES [Danna](#)

- Bike Trail - signage*
- Forest Services - event on moto-cross trail*
- Equipment management*
- Developer on Main Street*

#### OUR OPERATING VISION [Danna](#)

- A family*
- A local*
- A business*

#### WHAT IT WOULD MIGHT LOOK LIKE FROM AN ORGANIZATION PERSPECTIVE

- Quasi-governmental agency (with ultimate vision of public/private partnership)*
- Clearing house*
- All recreation-initiators (events, projects or groups) register*
- Responsibilities may include:*
  - Coordination of recreation projects and events in district*
  - Coordination and maintenance of recreation calendar for district*
  - Policy development*
  - Advocacy*
  - Fund & resource development*
  - Infrastructure, facilities, equipment*

## RECREATION

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### BENEFITS

- Increased capacity*
- Increased quality*
- Increased continuity and collaboration - eliminate silos*
- Recreation will have a voice at the table of all involved agencies*
- Increased resource development opportunities*

### MOVING FORWARD

- Large group - so more structure, i.e. objectives, shorter tirades, end with agreements and objectives, accountable for assignments*
- First full group meeting objective - objective = shared mission*
- Date \_\_\_\_\_*

### NOVEMBER 18

*Document which presents*

- Those involved in the process*
- Shared Vision & Mission*
- Process schedule*
- Ultimate product*
  - Organization structure*
  - Definitions - including what's in the organization's purview and what is not*
  - Roles and responsibilities of all participants*
  - Relationship parameters among INF, Town, County*
  - Governing board profile*
  - Funding options*
  - Authority parameters*
  - Transition timeline*

### CAMPAIGN

- Objective = to bring community along with us*
- Possible media partner (Danna)*

### AGREEMENTS & COMMITMENTS

Mammoth Region Recreation Council  
Meeting Agenda  
October 16, 2009  
9:30am – 12:00noon  
T&R Conference Room

1. Welcome and Introductions
2. Facilitator's Introduction
  - How meetings will be conducted  
i.e. initial objectives, agreements and commitments,  
homework assignments
  - Initial Benchmark  
November 18, 2009 status report to Town Council
  - Today's Objective – A Shared Vision
3. How we got here
4. Who is at the table and why
5. Process Expectations (each participant's desired product and how it fits into their respective organization's recreation mission)
6. Identify Challenges
  - What will it take to achieve our common vision
  - What is best way to move forward (smaller working teams, etc)
7. How to bring the community along
  - Media Campaign
8. Next Steps
9. Next Meeting

Attendance: Bill Sauser, Teri Stehlik, Tony Colasardo, Jo Bacon, Wendy Sugimura, Dave Wilbrecht, Jon Reggelbrugge, Mike Schlafmann, Matt Peterson, John Wentworth, Paul McFarland, Jim Smith, Danna Stroud, Terry Gooch Ross

**Mammoth Region Recreation Council**  
**Meeting October 16, 2009**  
**Whiteboard Notes**  
**9:30 a.m. – 12:00 noon**  
**T&R Conference Room**

**Process Expectations**

**Bill Sauser:**

- Seamless experience and management
- Multi-tiered agency
- South County Recreation District
- Organization can spend money
- Requires transition plan

**Tony Colasardo:**

- Identify/inventory assets of region
- Visualize, market, protect, and enhance the identified resources

**Jon Regelbrugge:**

- Crisis creating opportunity
- Common vision plus common tactics equals strategic efforts
- Multi-tiered organization
- Partner autonomy

**Jo Bacon:**

- True collaboration and leveraging
- Not duplicative

**Jim Smith:**

- Mammoth-centric hub and spoke or trailhead
- Authority – has teeth – has authority
- Define Park and Recreation for Mammoth/TOML

**Mike Schlafmann:**

- Bigger than Mammoth
- Bigger than simple recreation
- Business model is to tie the recreation to the economic reality of the resources
- Sustained economic viability of the organization
- Maintenance and operations of the resource
- Jurisdictional limbs are arbitrary
- Need for group to define the “sphere of influence”
- Definition of scalability of effort

- Intent of scalability clear and built into the tactics

**Dave Wilbrecht:**

- Special interest driven
- Special interests equal stakeholders
- Engage community as part of the process
- Engage community up front
- Do not forget/get out in front of community

**Paul McFarland:**

- Use the pathways/corridors that are existing

**John Wentworth:**

- Reliable, efficient, professional acceptance and sustainable management of recreation resources and infrastructure

**Dave Wilbrecht:**

- Cultural transition from entitlement to engagement

**Danna Stroud:**

- Community ownership of its resources and economy

**What is it?**

**1. Organization**

**Authority:**

- Budget and hire – spend money
- Pass through for funds
- Bring projects forward
- Sharing authority from agencies
- Inventory of authority from potential signatories
- Multi-jurisdictional Board
- Legal analysis of how authority can be determined
- Identification of shared opportunities – clearing house

**Authority**

**Leadership:**

- Calendar – set dates and meetings to help define and have public engaged
- Business plan
- Simultaneous development of multiple tracks
- Executive vs. legislative – engagement, opportunities and constraints



**Mammoth Region Recreation Council  
Meeting October 30, 2009  
DRAFT Minutes  
9:30 a.m. – 12:00 noon  
Mammoth Lakes Community Center**

**1. Welcome:** The meeting commenced at 9:38 a.m. at the Mammoth Lakes Community Center. In attendance were Bill Sauser, Teri Stehlik, Jo Bacon, Wendy Sugimura, Dave Wilbrecht, Jon Regelbrugge, Mike Schlafmann, John Wentworth, Paul McFarland, Jim Smith, Danna Stroud, Terry Gooch Ross and Lara Kirkner

**2. Public Comments:** None

**3. Meeting Objective – Shared Vision:** Ms. Gooch Ross started off the meeting by asking that the group not talk about agencies just yet. She hoped to look at a bigger, regional picture and perspective. She explained that the objective for the meeting was to come up with a shared vision. Ms. Stroud added that there were two processes going on in terms of recreation. The issue of the Town of Mammoth Lakes' internal budget and recreation stress was being dealt with concurrently with the MRRC process. The Town Council members and Tourism and Recreation Commissioners had done their Town homework outside of this process.

**4. Homework Reports:**

**Team 1 – Broad, regional organization:** This team included Ms. Stroud, Ms. Sugimura, Mr. Regelbrugge and Mr. Matt Peterson. The group felt that the purpose of this type of organization would be to connect resources, coordinate implementation, and plan comprehensively. They felt that being regional meant the Eastern Sierra region with a focus on Inyo and Mono counties. The organization would be responsible for programming, communications, recreation management and planning. Ms. Stroud pointed out that they would not be reinventing the wheel as other areas such as San Mateo and San Bernardino already have similar organizations that can be studied. These examples show that responsibility levels in similar organizations speak to funding levels. The structures of other organizations were also studied. It was determined that they were made up of a Board of representatives from districts, an Executive Director and staff. They crossed counties, cities, state and public lands, and watershed lands. Mr. Schlafmann pointed out that the significant federal component of what the MRRC is contemplating makes this process something new and different from these other organizations. Ms. Stroud stated that the goal would be a tighter coordination effort so that the organization is efficient with the small amount of money available and is not adding layers of bureaucracy. The question was raised as how to institutionalize without adding layers of bureaucracy. Ms. Stroud said

that the Santa Monica Conservancy was a good example to look at to answer this question. The discussion then veered toward whether or not a regional organization was realistic or simply ideal at this time. Mr. Smith stated that it should be something ideal to pursue as a goal and should be part of a strategic plan as something to try and achieve in the future. Ms. Sugimura added that this made sense as some of the players that would be invited to the table might not be ready to come yet.

**Team 2 – Mono County-based organization:** This group consisted of Mr. Wilbrecht, Mr. Sauser, Mr. Schlafmann and Mr. Wentworth. Mr. Wilbrecht stated that this group discussed many of the same things the first group had discussed, but not in the larger context of including Inyo County. He pointed out that the Collaborative Planning Team was an organization already in place but not defined for these specific purposes, but that going to them may be a good place to start as the organization starts to take shape. The group also talked a lot about geography and the difficulty of creating something that would work with all of the competition within the county at this time. They felt the make up of the organization should be broad and represent all jurisdictional partners and act as a forum. They described it as having an Executive Director with just two or three employees. Those employees would then be supported by the jurisdictional agencies so that the staff would be empowered but would not have to do it all. A Board would also be part of the organization's make-up and would need a charter. They felt that the charter could be voted on by the public as a way to get their buy-in. They used the examples of the Community Service Agencies, or CSAs, as groups already in place that could help represent the different communities, but some in the larger MRRC group felt that these types of groups seemed very process heavy. Ms. Sugimura pointed out that perhaps the scope of the organization should not be countywide at this time. Mr. Schlafmann stated that from Mammoth to June Lake to Lee Vining would be an easy starting point on a geographic scale. Needs in many other areas of the county are unknown by the Forest Service. Again, ultimately the group felt that they just needed to come up with a plan to throw out to the public to see if they would want it. The group wanted to create the program first and then go out for public support. They felt that just enough structure should be in place to pull leaders out of the different communities. Mr. Wilbrecht compared the process to the Mammoth Track process currently gaining traction and felt that the organization should start slowly so that it would not fold under itself. Mr. Wentworth, however, felt that the desire for recreation was out there and already had a predisposed buy-in. Ultimately, it was pointed out by Mr. Smith that yes, the passion needed to be behind the project but that really it would all be about the money. Mr. Schlafmann then pointed out that everyone was saying the same thing so they should just dig into defining the organization and developing the plan to put before the public. Ms. Gooch Ross also pointed out that the combined

knowledge of the jurisdictional agencies would bring forth more funding opportunities. The group agreed and felt that a group like this would need to have broad interests and not personal silos, so they needed to determine how to pull people out of their personal silos. Mr. Wilbrecht felt that the major silo was that the public doesn't like their money taken through taxation and spent by people who think they know what the public wants. He felt that the private sector really needed to be at the table helping define what the organization was going to be. Ms. Gooch Ross added that there needed to be a tangible return on the public's investment and therefore recreation needed to be shown as an economic engine for the community. She claimed that the group needed to translate how they talked about the organization so that people understand it and want to come along with it.

**Team 3 – Mammoth-centric organization:** This group consisted of Mr. McFarland, Ms. Bacon and Mr. Tony Colasardo. The group pointed out that they were all at the table because of the Mammoth-centric crisis of the Town almost cutting recreation from their budget so it was critical that the Town stay engaged in the process. They pointed out that several project-specific partners such as Caltrans, Mammoth Trails, Mammoth Community Water District and the Mammoth Lakes Fire District needed to be added to the table in a Mammoth-centric organization. They believed the organization should create continuity, cut red tape, and utilize resources more effectively. They felt that volunteerism should be built on to engage more folks and pointed to the Summer of Stewardship as a good start. They felt that a formal authority needed to be created since the organization would hinge on the way that the commissions and staff would be empowered. They felt that a Joint Project Authority, not a Joint Powers Authority was what was really needed to streamline the process. The organization could streamline the process and then be Okayed by all the agencies. Mr. Wilbrecht pointed out that first they would need to define recreation because all of the agencies have different definitions. He felt that if the Town closed down their recreation it would not have an affect on the Forest Service. Mr. Schlafmann agreed that people would still come to the federal lands, but pointed out that this organization would be an opportunity to do a better job with the visitor experience so that they would return. Ms. Stroud agreed and pointed out that people have been satisfied with the current recreation for many years and that the public is not telling the agencies to change things, but that the agencies are bringing forward the opportunity to do things better. Mr. Wentworth disagreed with this assumption. Mr. McFarland also felt that the level of contention would rise without the Town and people would go back to their silos and just throw bombs at each other. Mr. Schlafmann, however, still felt that the agencies were leading the effort to change otherwise people would be complacent.

**5. Define a Shared Vision:** The group all agreed that they wanted to further explore a separate recreation organization. They all felt that it was a good idea and that it should be pursued, but they reserved the right to change their minds once the end results of what the organization would look like is determined.

**6. Next Steps/Commitment:** Ms. Gooch Ross then discussed the next homework assignments. She explained that the governance and scope would be fleshed out in the smaller homework groups. She added that they needed to determine who else should be at the table as discussions continued. It was discussed that everyone at the table plus CACs, RPACs and NGOs should be represented, but potentially only a select few. The group, however, felt that the charter would encourage or discourage groups from wanting to get involved and that was how the selection should be determined. The group then defined that the governing Board would be a manageable-sized group that would make decisions while the governing structure would include projects. The governing Board would be the authority that would influence decision makers directly and have the power to make decisions. The other advisory committee would have a loose structure of membership but would just work on projects, carry messages and provide input, but would not make decisions. The Board would pick projects and direct staff to go to work with the committee to get them finished. Board would be the ultimate spending authority. There were still many questions but Ms. Gooch Ross summed up what had been done by saying that the organization's value is collaboration and that the structure needed to model this value. All of the interests need to have value in the Board process and the public needs to know how to engage with the Board. If the organization has authority then people will automatically get directed to it and will not be able to get in through back doors. It was also pointed out that it should not be assumed that agencies would be able to bring funding to the table individually. The group was then broken up into three homework groups to discuss governance, scope and charter, and what authority and capacity the Board would have. The next set of tests for the MRRC will be to run through different scenarios of the proposed organization and try to find the holes in the potential processes.

**7. Next Meeting:** November 9, 9-11 a.m., Mammoth Lakes Community Center

**8. Adjourn:** 11:56 a.m.

Mammoth Region Recreation Council  
Meeting Agenda  
Monday, November 9, 2009  
9:00am – 11:00am  
**Mammoth Lakes Community Center**

1. Welcome
2. Public Comments
3. Meeting Objective:
  - Refinement of Shared Vision
4. Homework Reports:
  - Team 1 – Governance (board and structure)
  - Team 2 – Scope and Charter
  - Team 3 – Authority and capacities willing to be shared/grown among new org and agency partners (include constraints)

Each team will report out findings for discussion among the MRRC

5. Define governance structure to pursue
6. Next Steps
7. Next Meeting
8. Adjourn

Attendance: Bill Sauser, Teri Stehlik, Tony Colasardo, Jo Bacon, Wendy Sugimura, Byng Hunt, Dave Wilbrecht, Jon Reggelbrugge, Mike Schlafmann, Matt Peterson, John Wentworth, Paul McFarland, Jim Smith, Danna Stroud, Terry Gooch Ross



**MAMMOTH  
LAKES**  
California's Premier Mountain Resort

**NOTICE OF  
A  
WORKSHOP  
OF THE  
MAMMOTH REGION RECREATION COUNCIL**

**NOTICE IS HEREBY GIVEN** that a meeting of the Mammoth Region Recreation Council will be held on **Monday, November 9, 2009** from 9:00am – 11:00am at the Town of Mammoth Lakes **Community Center** (1000 Forest Trail) for the purpose of discussing a shared vision for the formation of a recreation organization.

The public is invited to attend and will have an opportunity to provide comment during the workshop.

Date: Saturday, June 15, 2013

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Danna Stroud  
Tourism and Recreation Director

M a m m o t h L a k e s T o u r i s m &  
R e c r e a t i o n D e p a r t m e n t  
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## MAMMOTH REGIONAL RECREATION COUNCIL

*Gooch Notes from 11/9/09*

\* = *needs to be addressed*

### GEOGRAPHIC SCOPE

- Initial scope: Mammoth, Crowley, June Lake, Lee Vining
- During initial phase other Mono County communities can ask to be included
- Keep full region stakeholders aware through regular communication\*
- Geographic scope should be scalable
- Still defining ultimate vision\*
  
- Assign jurisdictional requirements to levels of participation ?
- Prioritize for initial 4 communities
- At end of each “phase” a thoughtful decision should be made regarding whether it is beneficial to expand

### CHARTER (see document from Scope & Charter Team)

- Facilitate creation and implementation for shared strategic vision across defined geography
- Board ultimately determines what tasks will be performed, tasks discussed:
  - Maintain an inventory of resources and assets
  - Develop recreation data base
- Case management approach
- Initiate a two way dialogue, e.g. provide practical feedback to jurisdictions
- Outreach not marketing

### TESTS

- Centurion Bike Races
  - *e.g. feedback from event organizer need better bike lanes; Caltrans has limited budget; perhaps a multi jurisdictional strategy can provide/supplement additional resources*
- Lake Mary Bike Path (multi year, multi jurisdiction, capital project)

## MAMMOTH REGIONAL RECREATION COUNCIL

Gooch Notes from 11/9/09, page 2

### AUTHORITIES & CAPACITIES

- Infrastructure resources
- Project by project authority & capacity
- Shared grants
- Shared resources
- Permitting facilitation
- Contracting authority
- Decision making authority
- Combined inventory of *ready to go* projects within context of mission
- Shared existing “Use Permits”
- Facilitating structure, e.g. INF Association/ Participating Agreement

### GOVERNANCE

#### Structure - IRS/incorporation issues

- JPA
- Private non profit
- Recreation District
- JPA with associated Foundation

#### Participating Agencies

- Mono County
- TOML
- INF
- BLM
- DWP
- CalTrans
- NPS
- Fish & Game
- MCWD

**AGREEMENTS, COMMITMENTS & NEXT STEPS**

1. Determine viable structure options given involved jurisdictions (legal opinion - John)  
Given - Scope, Charter, Vision, Participants, what is the appropriate governance structure
2. Conduct research re similar organizations and relationships
3. Once structure options and research available, all jurisdictions will determine their capacities, authorities and unique organization requirements needed to participate
4. Outreach Team will contact those identified agencies not involved in the process thus far and commence education process to ultimately seek interest and explore #3 (Wendy, INF)
5. Eventually need to identify how participating jurisdictions will be held accountable

**Mammoth Region Recreation Council  
Scope and Charter Team**

Tony Colarsardo  
Teri Stehlik  
Wendy Sugimura  
John Wentworth

**Geographic Scope:**

- Ultimate vision: entire Eastern Sierra – Alpine, Inyo and Mono Counties
- The geographic scope should be **scalable**, and we should start smaller.
  - We should develop a healthy, functional organization before expanding.
- Initial scope: Mammoth, Crowley, June Lake and Lee Vining.
  - Include any other communities that express the desire and/or capacity to participate.
  - We should inform the regional entities of our effort and engage them in the future.

**Charter:**

- Purpose: To enhance recreation opportunities, access and resource management, and support healthy, sustainable local economies.
- Role: Facilitate regional coordination, collaboration and leveraging of resources for recreation activities.
- Focus:
  - Primary: Coordinate regional recreation issues, including capacity management, stewardship and resource management, facility and infrastructure maintenance, marketing and communication, and sustained engagement with stakeholders.
  - Primary: Coordinate recreation project management, including planning and project oversight, implementation and leveraging of funding and resources.
  - Secondary / Future: Provide traditional recreation programming, such as classes, programs and events.
- Participation: Criteria for groups to participate in this organization include: 1) desire, and 2) ability to bring resources to the table, e.g. funding, staffing, volunteers, etc.

**Most appropriate organizational forms:** Joint Powers Authority, non profit

**MAMMOTH REGION RECREATION COUNCIL**

**MEETING AGENDA**

*December 4, 2009*

*1:00 p.m. - 3:30 p.m. - Community Center*

- Review current agreements
  - *We are discussing a new organization*
  - *Initial geographical scope = Mammoth, Crowley, June Lake, Lee Vining*
  - *Process will be phased and scalable*
  - *Working Mission = To enhance recreation opportunities, access and resource management which support healthy, sustainable local economies.*
  - *Working Role =*
    - facilitate regional coordination, collaboration and leveraging of resources for recreation activities*
    - maintain/sustain the recreation milieu*
    - facilitate creation and implementation of shared strategic vision across defined geography*
  - *We will begin targeted outreach to those agencies who we anticipate should be at the organizational table (Team = Wendy, INF)*
  
- Homework Presentation from November 9 - Governance (Dave, Bill, Matt, Jim)
  
- Report on Legal Opinion re: Appropriate Structures (John Wentworth)
  
- Discussion of peer organization structures (links distributed earlier)
  - include TOML Recreation Plan discussion
  
- Narrow structure options to two - begin practical testing (*this includes brainstorming practical situations which span variety of projects new organization could encounter*)
  
- Agreements & Commitments - timeline for presentation to TC and BOS
  
- Schedule Next Meeting
  
- Adjourn

**Mammoth Region Recreation Council**  
**Meeting December 4, 2009**  
**DRAFT Minutes**  
**1-3:30 p.m.**  
**Mammoth Lakes Community Center**

**1. Welcome:** The meeting commenced at 1 p.m. at the Mammoth Lakes Community Center. In attendance were Wendy Sugimura, Byng Hunt, Jon Regelbrugge, John Wentworth, Paul McFarland, Danna Stroud, Jim Smith, Dan Lyster, Bill Sauser, Jo Bacon, Teri Stehlik and Lara Kirkner. Facilitator Terry Gooch Ross was unable to arrive until 2 p.m. so Ms. Stroud kicked the meeting off. Ms. Stroud introduced Dan Lyster who works for Mono County and would be taking over for Mono County's CAO Dave Wilbrecht. Mark Drew and Holly Alper of the Inyo Regional Water Management Plan (IRWMP) were in attendance as members of the public. The Governance Committee announced that they still had not met so there would not be a report out on that portion of the organization.

**2. Reviewing current agreements:** Ms. Stroud asked the group if everyone in the group was still on board with the organization currently being discussed. The group felt that the organization was still worthy of further exploration, but that everyone would need to know the details before truly committing. Many felt that the triggers that would turn someone's vote to a no should be discussed. Restrictions of the Forest Service were the largest items that needed to be reviewed. Mr. Wentworth pointed out, however, that now was not the point to waste time because there was currently \$5 million plus on the table for recreation infrastructure between Town grant awards and American Recovery and Reinvestment Act (ARRA) funds. If not spent in a timely manner, many opportunities would be lost. The group still felt, however, that the organization's direction needed to be truly defined before moving forward too quickly. There were still thoughts that the organization may just end up being a coordinating group that would improve the conduit between agencies. It was agreed that the listed initial geographic scope of Mammoth, Crowley, June Lake and Lee Vining was OK, except that Sunnyslopes and Tom's Place should be specifically mentioned. Geographic growth would be phased and scaleable.

After reviewing the working mission, "To enhance recreation opportunities, access and resource management which support healthy, sustainable local economies," it was determined that wording should be added to describe that the organization would also maintain the health of the land and environment. The working role listed by Ms. Stroud on the agenda was agreed upon. The team that had been assembled to begin targeted outreach to agencies anticipated being at the table in the future had not met yet, but stated that would do so.

**3. Report on Legal Opinion re: Appropriate Structures (John Wentworth):** Mr. Wentworth had not heard back from MLTPA's legal counsel, Jim Reed

regarding this topic. Instead, Mr. Wentworth reviewed the organizational models research document that MLTPA had compiled. The document was a compilation of other organizations performing similar tasks. The group reviewed the document to determine which models may fit what MRRC was trying to accomplish. The San Bernardino Interpretive Association seemed to be a good fit because the relationship between the Association and the Forest Service was similar to the Inyo National Forest's relationship with the Eastern Sierra Interpretive Association (ESIA), except the San Bernardino Association took on many more responsibilities. This type of partner relationship is one that the group felt should be looked at with the new organization. It would simplify the Forest Service's role and restrictions in the process. However, the Forest Service is only allowed to have one such partner at a time so ESIA would need to eventually be brought into the discussions. The group agreed that the different models needed to be studied further to determine which path the group would take, but that the San Bernardino model was the model preference that had emerged. It was determined that before the next meeting a call should be set up with the San Bernardino National Forest and the Interpretive Association to find out more information about how their relationship works.

Mr. Sauser also brought up the need to explore the recreational programming of the organization as well, but others in the group thought recreational programming would be part of a different group. Mr. Smith gave the example that the organization that MRRC was creating would not be the place where recreation users would go to get new playground equipment. Others agreed, and Ms. Gooch Ross pointed out that it would go back to each agency still having their responsibilities. Ms. Sugimura added that this was why the group had agreed to make the organization scaleable, so that they would not be biting off more than they could chew at the very start. As the organization grows, its capacities could also have the potential to grow. The group agreed that no ideas should be excluded but that they should be prioritized. Use of existing capacities would be oriented around a new mission. Again, the San Bernardino system was a good example to review for this. Mr. Wentworth, Mr. Regelbrugge, Mr. McFarland and Ms. Stroud agreed to work on the study of, and communication with San Bernardino. Their discoveries were expected to be the core part of the next MRRC meeting.

**4. TOML Recreation Plan discussion:** Referred to as the "Townie" document, Ms. Stroud explained that it was in draft form but had been shown to the Town Council. The next round of the document was expected to be fairly complete. The next steps with the document would be to discuss the realities of how implementing a trails plan would fit into it, and also to tie each strategy to a specific person so that there is accountability for getting it done. Ms. Stroud laid out the Town's timeline of events for the next few months, claiming that the funding needs for the DMO as well as recreation were expected to go to the Jan. 20, 2010 Town Council meeting. After that the Town would begin their overall



budget cycle. This cycle will be reconciling the overall Town structure, not just parks, recreation and tourism. Council would be weighing priorities and tradeoffs.

**5. Next Meeting:** January 8, 8-10 a.m. at the Community Center

**6. Adjourn:** 3:05 p.m.

**MAMMOTH REGION RECREATION COUNCIL**

**AGENDA**

*January 8, 2010*

- Meetings Since We Last Met**
  - San Bernardino National Forest Association - report out & implications (Strategic Plan attached)*
  - Others to Report??*
  
- Process Review - How We Got Here**
  - TOML budget crisis,*
  - inexorable link between recreation providers & environs among the jurisdictions,*
  - lack of big picture oversight,*
  - lost opportunities/ revenues*
  
- Proposal - TOML**
  - Core Services + Facilities*
  - Mammoth Lakes Recreation (model=Housing, Tourism)*
    - Role & Mission*
    - Structure*
  
- Proposal - Region**
  - USFS Association*
    - Role in Region & Mission*
    - Initial Partners*
    - Jurisdictional Participation*
    - During first year - creation of Board, Structure, Strategic Vision*
  
- Decisions & Next Steps**
  
- Agreements & Commitments**
  
- Thank You For Participating**

# USFS (INF ASSOCIATION)

- ESIA
- FOI
- MLR
- OTHER NGO/EFFORT

\$\$

## MAMMOTH LAKES RECREATION

### FUNDING

- MEMBERSHIP/BUSINESS DEVELOPMENT/ USFS
- GRANTS
- SPONSORS
- MEASURE R

### PROJECTS (EXAMPLES INCLUDE)

- TOML INTERFACE WITH PUBLIC LANDS
- RECREATION PLANNING/ADVOCACY
- USE PERMITS, CAMPGROUNDS, ETC.
- LABSS, SHARP, SHADY REST WG
- MAMMOTH TRAILS

USFS

MRRC

TOML

MONO CO

\$\$

REC DISTRICT

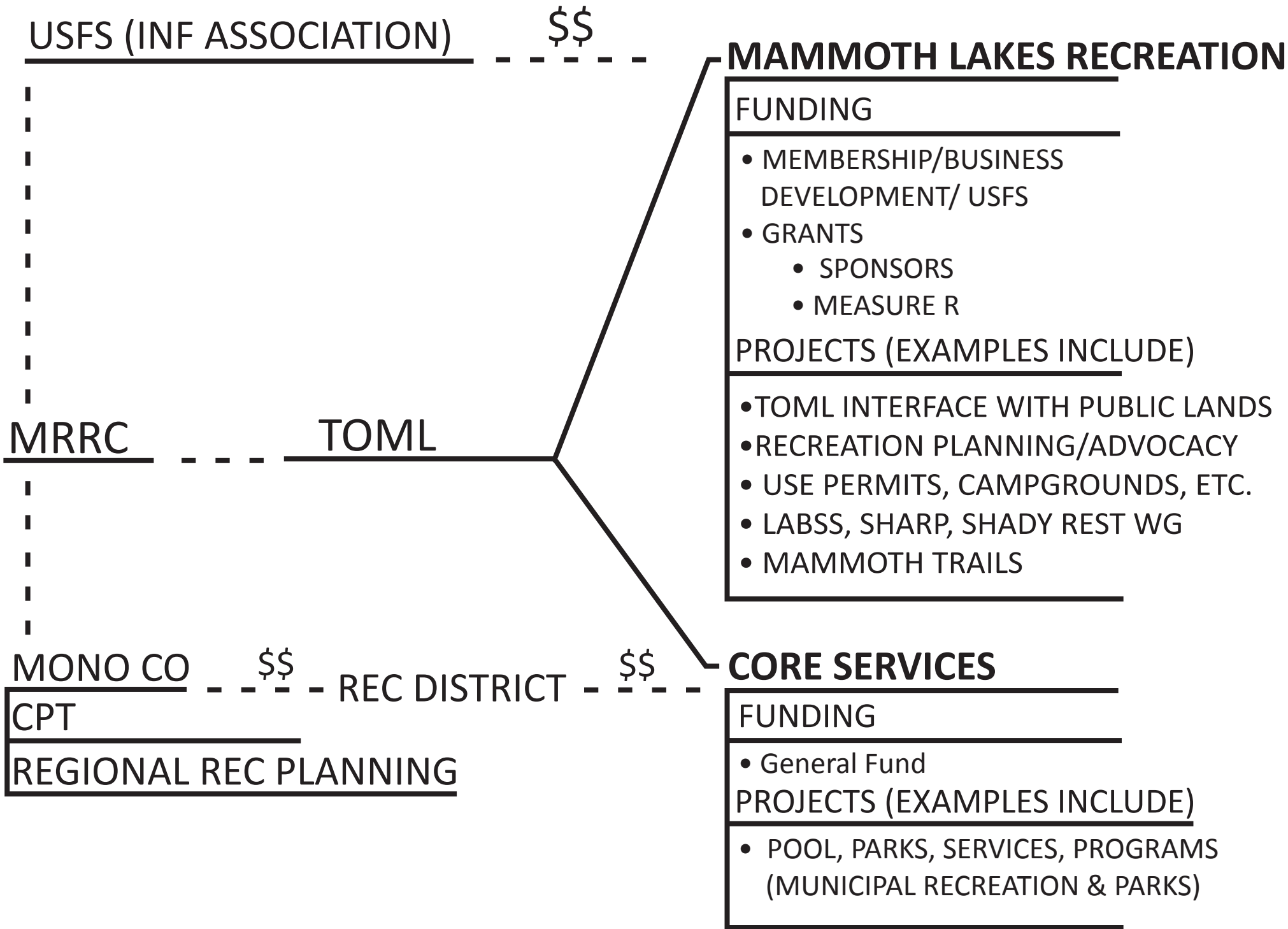
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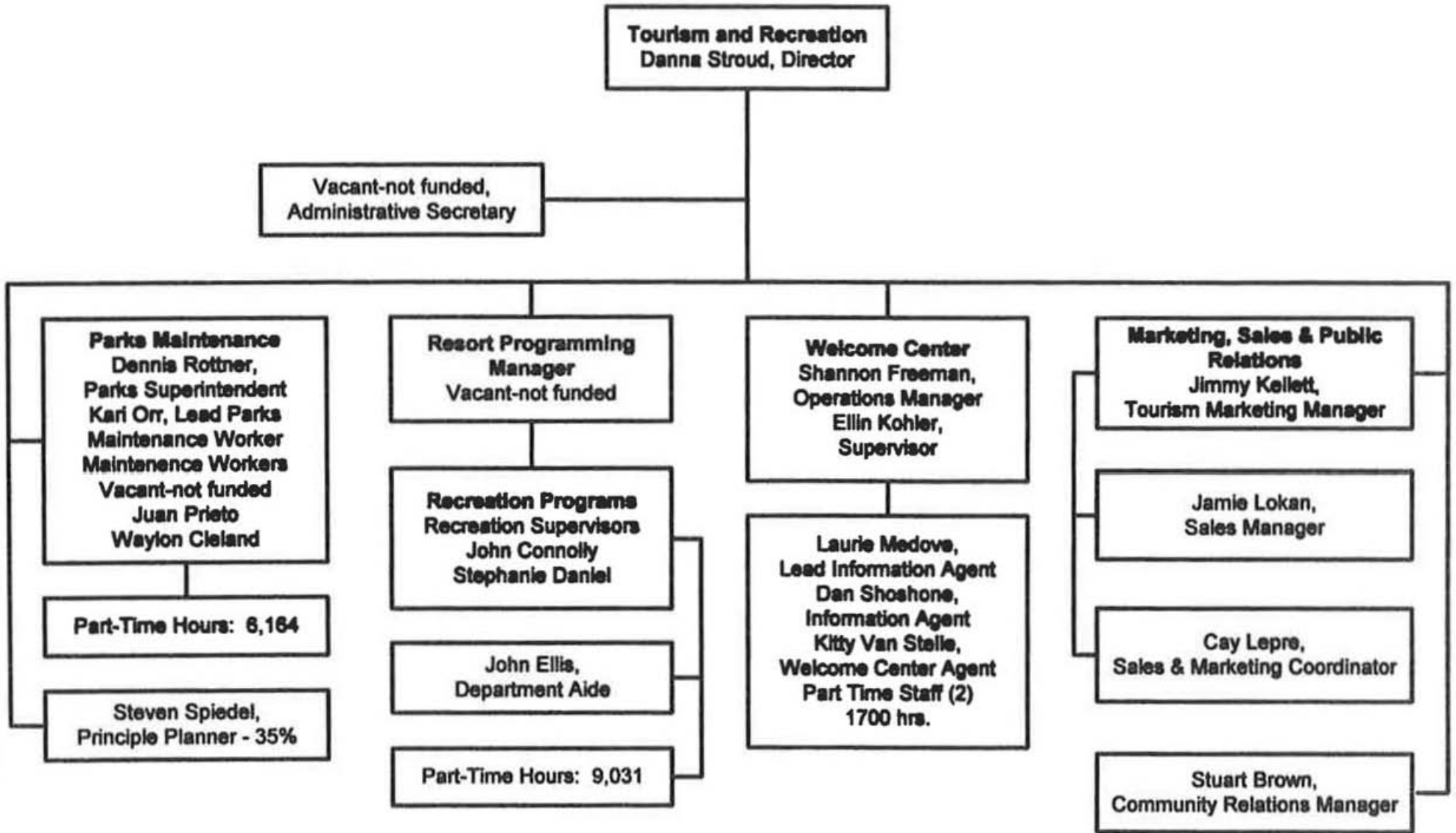
CORE SERVICES

CPT

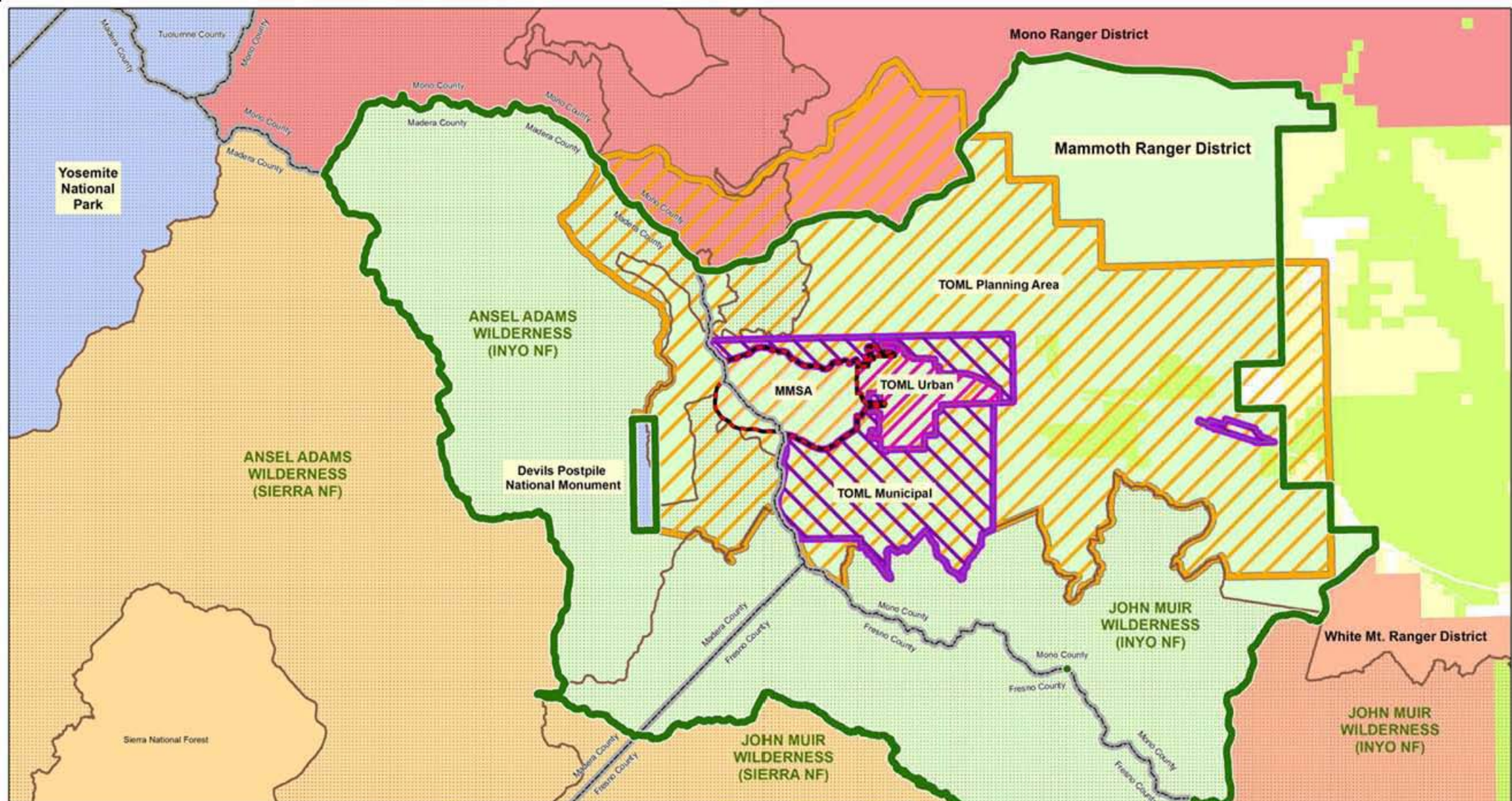
REGIONAL REC PLANNING

- POOL, PARKS, SERVICES, PROGRAMS (MUNICIPAL RECREATION & PARKS)



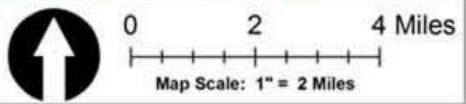






**The Mammoth Region Recreation Council  
Identified Jurisdictions - 10/06/09**

- |                                |                              |                            |
|--------------------------------|------------------------------|----------------------------|
| Mammoth Ranger District        | Bureau of Land Management    | TOML Urban Growth Boundary |
| Mono Ranger District           | City of L.A. DWP             | TOML Municipal Boundary    |
| Mount Whitney Ranger District  | California County Boundaries | Wilderness Area            |
| White Mountain Ranger District | Mammoth Mountain Ski Area    | TOML Planning Area         |
| National Park Service          |                              |                            |





**Mammoth Lakes Recreation 1.0 Document Inventory**  
**Mammoth Lakes Recreation (MLR)**  
**Compiled by MLTPA on July 2, 2013**

- 1. Mammoth Lakes Recreation (MLR)**
  - a. *MLR Process + Participant Roster*
    - i. **MLR Process Outline**
      1. *MLRGoochNotesDFSedit1.24*
    - ii. **MLR Participant Roster**
      1. *MLR\_ParticipantRoster*
  - b. *MLR Meeting 1 - 10/02/01*
    - i. **MLR Meeting 1 Agenda - 10/02/01**
      1. *MLR Mtg Agenda 2.1.10-3*
    - ii. **MLR Meeting 1 Homework - 10/02/02**
      1. *Mammoth Lakes Recreation Inventory List*
    - iii. **MLR Recreation Inventory Exercise - 10/02/02**
      1. *MLR\_InvtryExRevison\_020110-4*
  - c. *MLR Meeting 2 - 100211*
    - i. **MLR Meeting 2 Agenda - 10/02/11**
      1. *mlr agenda 2.11.10*
    - ii. **USFS Inventory – Annotated – 10/02/02**
      1. *1\_USFS\_MRRC\_Inventory – annotated*
    - iii. **FOI/MLTPA Inventory - Annotated - 10/02/02**
      1. *2\_mltpa existing\_services\_inventory annotated*
    - iv. **Townie Effort - Scalable Staffing Needs - 10/02/16**
      1. *3\_Townies Scalable Staffing NeedsJB 2.16.10*
    - v. **Townie Effort - Core Services - 10/02/16**
      1. *4\_TOML\_CoreServices\_v2 2.16.10JB*
  - d. *MLR Meeting 3 - 10/02/25*
    - i. **MLR Meeting 3 Homework Assignment Instructions - 10/02/19**
      1. *Mammoth Lakes Recreation Mtg. #3 Homework Assignment*
    - ii. **MLR Meeting 3 Homework Assignment - 10/02/19**
      1. *MRRC\_Homework\_021810\_ks*
    - iii. **MLR Meeting 3 Reminder (No Paper Agenda) - 10/02/25**
      1. *MLR Meeting Reminder*
    - iv. **MLR Possible Structure per Rob Clark - 10/02/26**
      1. *Mammoth Lakes Recreation Scope 2-26-10*
    - v. **MLR Possible Structure Email fr: Rob Clark - 10/02/26**
      1. *Mammoth Lakes Recreation*
    - vi. **USFS Inventory**
      1. *USFS\_MRRC\_Inventory*
    - vii. **MLR Meeting 3 Facilitator Notes - 10/02/25**



1. *MLR Gooch Notes 2.25.10*
- e. *MLR Meeting 4 - 10/03/05*
  - i. **MLR Meeting 4 Meeting Materials and Homework - 10/03/04**
    1. *1\_MLR Meeting #4 Materials for Fri., March 5*
  - ii. **MLR Meeting 4 Agenda - 10/03/05**
    1. *2\_MLR\_Mtg 4 Agenda\_030510*
  - iii. **MLR Possible Structure - Draft – 10/03/05**
    1. *a\_MLR DRAFT Scope\_030510*
  - iv. **MLR Slotting Exercise TOML Only - 10/03/02**
    1. *b\_MLR\_Slotting Items\_TOMLONLY\_030210\_KS*
  - v. **MLR Slotting Exercise by Agency - 10/03/02**
    1. *c\_MLR\_Slotting Items\_030210\_KS*
  - vi. **MLR Potential Tasks and Capacities - 10/03/05**
    1. *d\_MLR Potential Tasks and CapacitiesFINAL\_030510*
  - vii. **MLR Recreation Inventory for TOML Core Services – 10/03/05**
    1. *MAMMOTH LAKES RECREATION INVENTORY EXCERCISE - core services*
  - viii. **MLR Facilitator Notes 10/03/05**
    1. *MLR Gooch Notes from 3.5.10 meeting*
- f. *MLR Org Chart with Non Transferable/Transferable Tasks*
  - i. **Organization Chart Graphic**
    1. *0\_MMRC\_meetingchart\_130621\_UpdatedText*
  - ii. **Town of Mammoth Lakes - Non Transferable Authorities**
    1. *1\_TOML\_1s\_Text\_FOR CHART*
  - iii. **Mammoth Lakes Recreation - Potential Tasks and Capacities**
    1. *2\_MLR Potential Tasks and Capacities\_030410*
  - iv. **USFS - Non Transferable Authorities**
    1. *3\_USFS\_1s\_Text\_FOR CHART*
  - v. **MLR Thank You and Final Update to Participants - 10/03/31**
    1. *Update on Mammoth Lakes Recreation*



## MAMMOTH LAKES RECREATION PROCESS

### Participants

- TOML - Jo Bacon*
- TOML - Wendy Sugimura*
- TOML - Danna Stroud*
- TOML - Rob Clark*
- TOML Ray Jarvis*
- TOML - Mark Wardlaw*
- TOML - Brad Koehn*
- TOML - Peter Bernasconi*
- TOML (TRC)- Tony Colasardo, Bill Sauser*
- TOML - Stuart Brown*
- MLTPA - Bill Taylor*
- MLTPA - Jay Deinken*
- MLTPA - John Wentworth*
- USFS - Jon Regelbrugge*
- USFS - Mike Schlafmann*
- USFS - Jeff Marsolais*
- MWD - Greg Norby*
- MPS - Ron Malm*
- ESVA- John Armstrong*
- (MC - Byng Hunt)*
- (MC - Scott Burns)*
- (MM - Greg Dallas)*

### Meeting Objectives

#### **#1** *short meeting*

- Role of MLTPA - provide facilitator; staff to track Agreements and Commitments, and Definitions during the meeting; provide administrative support*
- Review MRRC process*
- Define role of this group - why each is at the table*
- Review meeting objectives and schedule*
- Introduce homework which will link meetings*

- *Introduce inventory process*
  - *Definition*
  - *Need*
  - *Format*
- *Introduce report format - ask TOML and USFS to track for their organization for later use*
- *Assign homework*

### *Inventories developed for TOML, MLTPA, USFS*

#### *#2 long meeting*

- *Review Inventories*
- *Begin slotting*
- *During slotting process, identify questions for follow up*

### *Inventories consolidated*

#### *#3 long meeting*

- *Slot*
- *Rank*
- *Test*
- *Identify capacity to perform*
- *Identify resources required*
- *Identify core funding streams*

### *Draft document*

#### *#4 short meeting*

### Key Components of Report

- *Organization Role Definition*
- *Organization Responsibilities - overview*
  - *Define jurisdictional authorities*
- *Organization Responsibilities - from Inventories*

- *Current Capacities & Resources*
- *Needed Capacities & Resources*
- *Annualized Budget Projection*
- *Funding Streams*

## Mammoth Lakes Recreation Participant Roster

NAME	ORGANIZATION	PHONE	E-MAIL
John Armstrong	Mammoth Trails (Eastside Velo)	(760) 914-0396	jala@gte.net
Jo Bacon	Town Council	(760) 934-4932	j.bacon22@verizon.net
Stuart Brown	TOML	(760) 914-0699	sbrown@visitmammoth.com
Robert Clark	TOML	(760) 934-8989 x226	rclark@ci.mammoth-lakes.ca.us
Tony Colasardo	T&R Commission	(760) 914-2733	tony@footloosesports.com
Jay Deinken	MLTPA/Planning Commission	(760) 934-8771	jdeinken@hotmail.com
Ray Jarvis	TOML	(760) 934-8989 ext. 232	rjarvis@ci.mammoth-lakes.ca.us
Ron Malm	Mammoth Trails (Mammoth Powersports)	(760) 924-3155 ext. 111	ron@mammothpowersports.com
Jeff Marsolais	Inyo National Forest	(760) 873-2515	jmarsolais@fs.fed.us
Paul McFarland	Friends of the Inyo	(760) 709-1093	paulmc@friendsoftheinyo.org
Greg Norby	Mammoth Community Water District	(760) 934-2596 ext. 238	gnorby@mcwd.dst.ca.us
Jon Regelbrugge	Inyo National Forest	(760) 914-0797	jregelbrugge@fs.fed.us
Terry "Gooch" Ross	Facilitator		tross1205@aol.com
Bill Sauser	T&R Commission	(760) 937-5822	cbsauser@earthlink.net
Mike Schlafmann	Inyo National Forest	(760) 709-1264	mschlafmann@fs.fed.us
Kim Stravers	MLTPA	(949) 632-7882	kimstravers@mltpa.org
Danna Stroud	TOML	(760) 934-2712 ext. 1259	dstroud@visitmammoth.com
Wendy Sugimura	Town Council	(760) 914-2962	wendy_sugimura@yahoo.com
Bill Taylor	MLTPA	(760) 709-6964	wthomsontaylor@gmail.com
Mark Wardlaw	TOML	(760) 934-8989 ext. 238	mwardlaw@ci.mammoth- lakes.ca.us
John Wentworth	MLTPA	(760) 934-1279	johnwentworth@mltpa.org

## MAMMOTH LAKES RECREATION

### Meeting Agenda

3:00pm - 4:30pm

February 1, 2010, Community Center

#### ■ Welcome & Introductions

#### ■ Overview of MRRC Process, i.e. how we got here

- Original premise and organization proposal
- “This process is about MLR”
- What happens next?

#### ■ Review of Process Details

##### □ Objectives for Four Meetings

- Meeting #1 (Mon. 2/1/10) - understand MLR Process charter, work plan, and products expectations
- Homework: Teams conduct and prepare inventories
- Meeting #2 (Thur. 2/11/10)- review inventories, begin “slotting”, define reason for/purpose of “other” category
- Homework: Teams slot inventoried responsibilities, activities
- Meeting #3 (Thur. 2/25/10) - resolve slotting discrepancies (note: final slotting will occur during Reconciliation Process), identify priorities, test with practical examples, identify capacity to perform, required resources and core funding streams
- Meeting #4 (Fri. 3/5/10)- review and discuss recommendations, resolve discrepancies, consensus for final report

##### □ Key Components of Recommendations/Report

- MLR Role Definition
- MLR Responsibilities - broad definition
- MLR Responsibilities - specifics from Inventories
- Current Capacities & Resources, include skill sets
- Needed Capacities & Resources, include skill sets
- Annualized Budget Projection
- Funding Streams
- First Year Monitoring, e.g. Heads of Core Services, MLR, DMO monthly scheduled meetings

- **Introduce Inventory Process**

- What is being inventoried?
- Why it is being inventoried?
- Which organizations do we recommend conduct inventories?
  - TOML
  - USFS
  - MLTPA
  - MCWD
- Distribute inventory format
- Assign the Inventory Team Leaders

- **Review of Agreements & Commitments and Assignments**

- **Next meeting: Thursday, February 11, 3:00pm - 6:00pm**

From: Kim Stravers <kimstravers@mltpa.org>  
Subject: Mammoth Lakes Recreation Inventory List  
Date: February 2, 2010 5:38:31 PM PST  
To: Undisclosed-recipients: <>;

Hello, all:

Thanks very much for a productive start to the Mammoth Lakes Recreation exploration process yesterday! Attached is the revised inventory category list that you should use to complete your team homework assignments. The teams are:

MLTPA: Bill Taylor (lead), John Wentworth, Jay Deinken, Paul McFarland

USFS: Mike Schlafmann (lead), Jeff Marsolais, Jon Regelbrugge

TOML Core Services/Facilities: Ray Jarvis (lead), Mark Wardlaw, Rob Clark, Wendy Sugimura

TOML Core Services/Programming: Stuart Brown (lead), Bill Sauser, Tony Colasardo, John Armstrong

MCWD: Greg Norby

A roster of participants and their contact information is attached to this e-mail

Team leaders should forward their completed homework assignments to me at this address (kimstravers@mltpa.org) in advance of the Thursday, Feb. 11 meeting. If you're unable to get it to me by 12 p.m. on the 11th, then please come prepared with 25 copies of your assignment to pass out to the group.

Our next meeting is on Thursday, Feb. 11, from 3:00 p.m. to 6:00 p.m. and will take place in the Community Center.

Best,  
Kim Stravers  
Development & Community Relations Director  
Mammoth Lakes Trails & Public Access Foundation  
kimstravers@mltpa.org  
(949) 632-7882 [direct]  
(866) 760-0285 [fax]  
(760) 934-3154 [general office inquiries]

## Mammoth Lakes Recreation Inventory Exercise

### **Teams/Leaders:**

**MLTPA:** Bill Taylor (lead), John Wentworth, Jay Deinken, Paul McFarland

**USFS:** Mike Schlafmann (lead), Jeff Marsolais, Jon Regelbrugge

**TOML Core Services/Facilities:** Ray Jarvis (lead), Mark Wardlaw, Rob Clark, Wendy Sugimura

**TOML Core Services/Programming:** Stuart Brown (lead), Bill Sauser, Tony Colasardo, John Armstrong

**MCWD:** Greg Norby

Please list the tasks/services your agency/organization currently performs or is responsible for—your roles and responsibilities—under the appropriate category below:

- Legal/Fiduciary (special-use permits, insurance, jurisdictional, environmental review)
- Fiscal (grant administration, project and operating budgets)
- Product (recreation maps, brochures)
- Recreation-Based Events (venue/facility rental, timing systems, traffic control, registration)
- Entertainment-Based Events (acquisition of talent, venue, promotion, transit arrangements)
- Planning (Trail System Master Plan, Mammoth Meadows Restoration)
- Capital Facilities (construction and/or maintenance)
- Marketing/Communications (social networking/interaction, TV/radio/Web/print noticing, information resources)
- Data Collection/Research (tracking of user data, program progress reports)
- Stewardship/Volunteerism (trail maintenance, park clean-up, volunteer organization)
- Programming (soccer, softball, interpretive)
- Operating (daily tasks key to your organization's ability to function)
- Fundraising/Resource Development
- Advocacy
- Project Management
- Coordination/Collaboration

Your agency/organization may not have a role in each of the categories identified, but you should list as many specific roles/responsibilities within each category that you're currently delivering.

### **Special Designations within each category (please use the following legend)**

\* - Core/technical competency required (example: only a licensed engineer can perform the task)

\*\* - Outside bids required

\*\*\* - Special caveat

\*\*\*\* - Authority unable to be relinquished



## MAMMOTH LAKES RECREATION

February 11, 2010

### AGREEMENTS & ASSIGNMENTS FROM 2/1/10 MEETING

- *No assumptions about the organization structure will be made until Meeting #3*
- *During Meeting #3 we will “test” the sorting, and conduct a “gap analysis” to determine if sorting/ structure actually increases recreation sustainability*
- *We will include in the report: general description of how’s, i.e. how relationships between/among key organization stakeholders will work*
- *We will capture definitions throughout process*
- *Homework will be completed*

### MEETING AGENDA

- Review of Inventories by Team Leaders
  - *Town - Facilities: Ray Jarvis*
  - *Town - Programming - Stuart Brown*
  - *MLTPA - Bill Taylor*
  - *USFS - Mike Schlafmann*
  - *MWD - Greg Norby*
- Begin Slotting
  - *First review should identify “easy” agreements*
  - *Identify questions and/ or key conflicts in discussion*
- Determine whether we should work in same teams or construct new teams for homework, *i.e. Each Team should complete initial “slotting” ... Categories should include:*
  - *TOML Core Services*
  - *Mammoth Lakes Recreation*
  - *Other Specified Organization*
  - *Other Unspecified Organization -or- Not a Priority*  
*Teams should track criteria / definitions used while slotting and be prepared to share at meeting #3*
- Agreements, Commitments & Assignments
- Meeting #3 - Thursday, February 25, 2010

“Ratings and notes related to our 2/11 discussion are in blue.

Basic concepts:

- Collaborations must fit within Forest Service Mission, Plan. Objectives
- Collaborations must have CLEAR public benefit
- Federal dollars always follow federal rules
- USFS willing to outsource most groundwork
- No organization may identify itself as USFS or as a USFS partner
- Re permitting: there is flexibility and efficiency in bundling authorizations

## **Forest Service Inventory**

The Inyo National Forest is a large, multi-purpose entity with projects and jurisdictional responsibilities ranging from management of wildland and prescribed fire through grazing, mining, vegetation management, road management and wildlife management all the way to authorizing use and occupancy of National Forest System Lands for everything from ski areas to private weddings.

By necessity this inventory provides a broad overview relative to the topics identified by the MRRC. Examples are provided in each category for FY10 to clarify both the scope of USFS efforts and to provide a sense of our capacity.

- Legal/Fiduciary (special-use permits, insurance, jurisdictional, environmental review)
  - Special-Use Permits
    - Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to resorts, organizational camps, outfitter & guide operations, recreation events, non-commercial group use events, filming etc. The Mammoth-Mono Districts manage under permit:
      - 2 alpine ski areas
      - 2 Nordic ski areas
      - 12 resorts complexes
      - 4 RV parks
      - 5 commercial marinas
      - 14 flying fishing guide operations
      - 12 mountaineering guide operations
      - 3 kayaking outfitter and guide operations
      - 2 snowmobile outfitter and guide operations
      - 1 dog sledding operation
      - 1 sledding hill
      - 5 pack station resort and outfitter and guide permits
      - 2 motorized outfitter and guide operations
      - 2 permitted interpretive programs

- In addition, the districts process and issue an annual average of:
      - 12 Recreation event permits
      - 20 Non-commercial group use permits (i.e. weddings)
      - 40 Filming/ still photography permits
      - Etc.
  - Lands Permits
    - Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to TOML trails, parks and also to road use/ construction permits, facilities such as the Visitor's Bureau, MCWD facilities etc.
  - Insurance
    - Insurance is required of special use permit holder/ lands permit holders. USFS is indemnified and named as co-insured.
    - USFS does not carry liability or other insurance we're the Federal Government!
  - Environmental review
    - Environmental review under NEPA may be contracted or conducted by a third party subject to retention of all authority for project management, and decision-making by the USFS.
    - USFS has non-delegable authority for decisions following from environmental analysis that would result in actions on NFS lands, or expenditure of USFS funds.
- Fiscal (grant administration, project and operating budgets)
  - Federal grants are subject to federal funding/contract regulations (i.e. Davis-Bacon) and if contracted must be competitively bid under federal contracting rules and regulations. The same applies to appropriated Federal dollars.
  - Any contract using federal funds is subject to federal contracting rules and regulations.
  - The FS can designate a third party contract inspector but cannot delegate Contracting Officer or COR responsibilities or decision authority.
  - The USFS can share funds under Challenge Cost Share Authorities where both parties benefit (i.e. proposed work attains FS objectives on NFS Lands) and the non-federal partner provides at least a 20% (50% preferable) match in funds or non-cash contribution.
  - USFS can pass through funds to a third party under other authorities such as the Wyden Amendment subject to the same rules as for a challenge cost share or contract and only where the work conducted meets the specific requirements of the authority (i.e. watershed improvement) and is conducted on behalf of the USFS on NFS Lands.

- USFS generally would not consider use of challenge-cost share or participating agreement authorities where the cost to government of working with a third party exceeded the value provided to the public or where costs are the same or higher than conducting the same work in-house. There has to be a clear public benefit – both a resource and a financial benefit.
- **2/3** Product (recreation maps, brochures) - USFS produces many products – i.e. grazing, timber/fuel wood, minerals, water etc. For this review it assumed the MRRRC interest is only in recreation products as per the example provided.
  - USFS produces interpretative information and materials and recreation maps, brochures and other materials.
    - Materials may be produced by other agencies of partners subject to USFS final review and decision authority over products produced with federal monies or for formal USFS use and distribution.
    - USFS with partners (ESIA etc.) provides guide books, general recreation maps, visitor information etc.)
    - USFS produces educational/interpretive films with a new product approximately every three years – Log Cabin Mine film was the last one, Birds of Mono Basin in progress.
    - USFS also produces educational shorts for you tube and other venues.
- **2/3** Recreation-Based Events (venue/facility rental, timing systems, traffic control, registration)
  - Generally, USFS does not promote, organize or hold recreation-based events, we do authorize and permit recreation events, however, there is much more to recreation than recreation-based events. The USFS on the Mammoth – Mono Districts manages:
    - 35 Concession campgrounds,
    - 5 for fee Forest Service Campgrounds,
    - 3 free Forest Service campgrounds,
    - 25 plus day use sites (comprising over 100 toilets and other facilities – cleaned on a daily basis during peak season.
    - 13 designated interpretive sites
    - 5 boat launches
    - 1 Public beach
    - 300 miles of trail
    - 1500 miles of road/ motorized trail
    - Portions of 4 wilderness areas
    - South Tufa interpretive site
    - Reds Meadow Shuttle system (in partnership with ESTA as of last year)
    - USFS interpretive programming
    - A large OHV enforcement/ O&M and Restoration program

- 100 Miles of OSV groomed trail system
  - Deadman Nordic ski area
  - Signage and wayfinding for all of the above – roads alone comprise over 2500 signs.
  - Etc.
- See special use permitting – recreation events on USFS are subject to permitting requirements. This is a non-delegable authority.
- A permit holder may in their initial permit application or as a proposed amendment request to incorporate a list of several proposed scheduled events to be conducted under one permit or within one permit area – most resort and ski areas on the INF already do this. Sideboards for a permittee to determine venue/facility rental, timing, traffic control, registration could be designated in the permit with final authority retained by the USFS.
- Entertainment-Based Events (acquisition of talent, venue, promotion, transit arrangements)
  - USFS does not promote, develop or manage entertainment-based events. Again, there is much more to recreation than entertainment-based events.
- Planning (Trail System Master Plan, Mammoth Meadows Restoration)
  - USFS develops and analyzes plans ranging from small scale stream bank restoration to area and forest plans.
  - See above – “Fiduciary/legal – Environmental Review.”
  - FY10 recreation/ recreation related planning efforts from north to south include:
    - Highway 120 Scenic Byway Corridor Plan
    - Lee Vining Canyon CG Redevelopment
    - Mono Admin. Office Redevelopment w/ YOS
    - Dechambeau Ranch Interp. site stabilization and development
    - Navy Beach Boat Launch Redevelopment
    - Mono Basin VC Heavy Maintenance Project
    - Glass Creek CG Redevelopment
    - FY11 OHV Restoration planning
    - Travel Management Implementation Strategy
    - Travel Analysis (subpart A)
    - New Wilderness Baseline Data Collection and Planning
    - DEPO/ Red’s Meadow Valley Planning w/ NPS
    - Upper San Joaquin Watershed Assessment
    - Lakes Basin Planning (including ATTPL funded transportation planning)
    - Sherwin Area Recreation Plan review
    - Hot Creek Geologic site redevelopment Plan
    - Wilderness monitoring/ Wilderness Stewardship Challenge
    - Etc.

- Capital Facilities (construction and/or maintenance)
  - USFS manages construction and maintenance of FS facilities.
    - \*Facilities management could be permitted to another entity subject to federal rules and regulations.
  - General capacity for construction is limited to light facilities maintenance, road construction and maintenance, trail construction and maintenance. Heavy construction is typically contracted.
- Marketing/Communications (social networking/interaction, TV/radio/Web/print noticing, information resources)
  - USFS participates in social networking efforts and develops such efforts with Regional support.
  - USFS prepares and delivers TV/Radio/Web/print noticing and information resources in-house and through contracts.
- Data Collection/Research (tracking of user data, program progress reports)
  - USFS with FS Research Branch collects, tracks and analyzes data and prepares program progress reports, fulfills regional and national reply dues, and responds to congressional or public inquiries on a very regular basis.
- Stewardship/Volunteerism (trail maintenance, park clean-up, volunteer organization)
  - USFS develops, prepares and implements volunteer and stewardship agreements. USFS with ESIA just hired a partnership coordinator supervised and managed by our Bishop office.
  - FS initiated and managed FY 10 recreation projects with SCAs, CCC, YCC, FOI, Backcountry Horsemen, etc. include:
    - Garnet-Iceberg Trail Reconstruction
    - Reds PCT maintenance
    - Fish Creek Trail maintenance
    - Duck Pass Trail maintenance
    - River Trail maintenance
    - Minaret Trail maintenance
    - Convict Lake Trail maintenance/ restoration
    - Gull Lake Trail construction
    - Hot Creek Trail maintenance
    - Travel Management signage and wayfinding implementation
    - OHV Restoration projects
    - SCA interp., bear intern and wilderness patrol/ monitoring & data collection projects
- Programming (soccer, softball, interpretive)
  - Generally USFS does not participate in programming for recreation.
  - USFS does deliver interpretive programming primarily at Mono Lake. Other programs include ski area based winter interp., campfire programs across the districts in partnership with the NPS

(DEPO & YOS), and programs added for Red's meadow for this summer.

- Operating (daily tasks key to your organization's ability to function)
  - USFS conducts Human Resource, Staffing, Procurement and Property Management, Property maintenance, IT etc. to keep the organization functioning.
- Fundraising/Resource Development
  - USFS does not engage directly in private sector fund-raising
  - Between internal and external grants the Mammoth- Mono district leveraged appropriated dollars to grant dollar at a ratio of 1:1 or higher.
- Advocacy
  - USFS advocates for projects and actions that meet agency objectives and mission for lands under NFS jurisdiction.
- Project Management
  - USFS manages all stages of numerous projects ranging from planning projects to complex project implementation and facility operations. Major FY10 recreation projects in addition to those listed above under stewardship include:
    - Maintenance on approximately 180 miles of road
    - Lake Mary Road Bike Path – w/ TOML Public Works
    - Mammoth Signage and Wayfinding - w/TOML Public Works
    - Mono Basin VC parking lot repave
    - Mono Basin VC heavy maintenance
    - Silver Lake CG shower and RV site installation
    - June Lake Campground restrooms & paving overlay
    - Convict Campground paving overlay
    - Programmed capital maintenance at all 42 Campgrounds (picnic table replacement, kiosks – sign post replacement, fire ring installation, site delineation, installation of additional ADA sites, etc.)
    - Travel Management Signage and Wayfinding
    - New wilderness implementation signage and wayfinding
- Coordination/Collaboration
  - USFS coordinates and collaborates on a variety of projects and planning efforts with other agencies and private non-profits.
    - Monthly meetings with TOML and Mono County at minimum – they generally occur on a much more frequent basis at all levels within all partner agencies.
    - Almost daily interaction with non-profit partners via email, phone or other.
    - FY10 major recreation/ recreation-related collaborative efforts include:
      - DEPO General Management Plan
      - YOS Tuolumne Meadows/ Tuolumne Wild and Scenic River Plan

- ESTA-Reds Operation and Bus Acquisition
  - Mono and Mammoth VC operations (ESIA, DEPO, YOS, TOML)
  - Lakes Basin Planning
  - Sherwin Are Recreation Planning/Implementation
  - Lake Mary Bike Path
  - Mammoth Signage and Wayfinding
  - Scenic Loop Road Reconstruction
  - OHV Restoration
  - Travel Management Implementation
  - Etc.
- Collaborative efforts involving federal funds are subject to the rules noted above in “Legal/ fiduciary” and also must comply with Federal Advisory Committee Act requirements.



“Ratings and notes related to our 2/11 discussion are in blue.

Basic concepts:

- Flexibility
- Collaboration
- Entrepreneurial
- Advocacy / constituency building
- Fund raising
- Core competencies include: volunteer/capacity building, key technical capacities, e.g. GIS, on-ground stewardship

**Mammoth Lakes Recreation Inventory  
MLTPA/FOI Team – 2/2/10**

Role/ Category	Existing Role	Special Designation	Notes
Legal/ Fiduciary			
Fiscal	Ensure Operational Financial Stability Develop stable funding sources Maintain a balanced annual budget	1	Entrepreneurial skill set required
	Deliver available resources efficiently “to the ground”.	1	
	Accountability for funds raised.	1	
Product	Interpretive maps, brochures, etc.	1	
	Web postings		Single source for public information from multiple sources
	Photos, videos		Maintenance of photo library
	Technical mapping/ project maps		Creation of maps as a tool for advocacy
	Technical reports		
	Meeting reports/ summaries		
	New Ideas/Fresh Thinking		
	Project documentation		
Recreation Based Events	Guided hikes/tours – summer & winter	3	
Entertainment Based Events	Film Festival	3	
Planning	Champion Physical Trails Development		

	Participate in the planning of a four-season trails and public access system		
	Engaged “2 <sup>nd</sup> opinion”		Engaged partner to challenge internal agency processes
	Interagency planning processes		
<b>Capital Facilities</b>			
Marketing/ Communications	Advocate for Trails and Public Access Promote recreation activities and programming		
	Foster Stewardship and Community Participation Provide education and outreach		
	Web hosting		Targeted/specific resources
	E-mail blasts		Targeted/specific messaging
	Social network sites		
	Person to person		Get agencies face to face with public
	Press releases		
	Print media ads		
	Videos & photos (posters)		
	Handouts/ brochures		
Data Collection/ Research	Champion Physical Trails Development Develop and maintain data resources to support planning and implementation		Data development for analytic purposes to benefit project development – not simply collection
	On the ground inventories		
	Visitor/ user surveys		
	GPS/GIS		Identification of data collection as strategic tool
	Photo/image documentation		
	Master Plan, EIR/EIS, other planning and regulatory document archive		
	Informational document archive		
Stewardship/Volun teerism	Foster Stewardship and Community Participation Develop and sustain		Development of volunteer capacity – identification and development of volunteer resources  Sustained forum for engaged user

	resources for trails and public access user groups Foster stewardship to sustain the trail system		groups  Facilitation of engaged/active user groups and agencies
	Trails, day use areas, trailheads		
	Resource monitoring		
	Agency/volunteer coordination		
	Assessing needs		Ongoing and entrepreneurial needs assessments
	Capacity maintenance (staff & tools)		
Programming	Interpretive tours/ activities		
	Educational events – kids and adults		
Operating	Ensure Organizational Stability Expand and refine organizational resources Expand and develop organizational capacity Develop a Board of Directors that balances Wisdom, Wealth, and Work		By necessity: innovative and entrepreneurial management and operational systems  Ongoing incorporation of opportunities for efficiency through technological innovations
	Office operations – rent, phones, etc.		
	Human resources		
	Strategic planning		
Fund Raising/ Resource Dev	Foster Stewardship and Community Participation Provide support to the development community and associated trades to enable them to contribute to the development and success of the trails and public access system		
	Ensure Operational Financial Stability Increase fundraising efforts		
	Grants		Monitoring of agency grant

			opportunities and effective deployment of awarded grants
	Donations		
	Business partnerships		
	Memberships		
	Gov financing – bond/tax measure promotion		
Advocacy	Advocate for Trails and Public Access Participate in public policy formation Promote recreation activities and programming Advocate at the local, state, and federal levels		Effectiveness of advocacy efforts a specific component of organizational effectiveness
	Watchdog		
	Value Creation Development and Extraction of Value for Public Benefit		Ongoing identification of “value” to the public on case by case and project by project basis.
	Constituency development and support		Maintenance of and ongoing and regular efforts
Project Management	Champion Physical Trails Development Fund projects		
	Contracts		Contractual Services (ie MLTPA Measure R contract)
	Programs		
	Convening, facilitating, commenting		
	Project managing		
	Consultant management		
	Maintenance – trails, trailheads, campgrounds, picnic areas		
	Construction (e.g., Convict disabled fishing deck)		
Coordination	User groups (e.g., Mammoth Trails)		
	Multi-party planning (e.g., SHARP)		
	Promoting public engagement		
	Value creation through opportunity identification		

Collaboration	Champion Physical Trails Development Partner in the implementation and maintenance of trails and public access projects		
	Ensure Organizational Stability Partner with agencies, businesses, and nonprofits to maximize resources and integrate jurisdictions		
	Multi-agency planning efforts		Maintained capacity to take on complex collaborative planning efforts
	NGO partnerships		
	Stewardship projects		

<sup>1</sup>Special Designations within each category

\* Core/technical competency required (example: only a licensed engineer can perform the task)

\*\* Outside bids required

\*\*\* Special caveat

\*\*\*\* Authority unable to be relinquished

## Scalable Staffing Needs – for Townies Discussion

<b>Core Services Minimum</b>	<b>Core Services + MLR</b>	<b>Expanded (when resources available)</b>
Director/Program Manager/Recreation Planner/Outreach/Promotion	Director	Director
	Program Manager Part Time	Program Manager Full Time
	Recreation Planner Part Time	Recreation Planner Full Time
	Outreach & Promotion Part Time	Outreach & Promotion Full Time
Recreation Supervisor (2)/Facilities Manager/Operations Manager	Recreation Supervisor/Facilities Manager  Recreation Supervisor/Operations Manager	Recreation Supervisors (increased number due to increased core services)
		Facilities & Operations Manager
Recreation Aides (total number and FTE needed)	Recreation Aides (same as CSM)	Recreation Aides (increased number due to increased core services)
Clerical	Clerical	Clerical (increased number due to increased core services)

# Town Parks & Recreation Core Services

## Critical Services:

- Provide diverse indoor and outdoor recreation programs:
  - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
  - Youth summer camps, such as wilderness camps, skate camps, etc;
  - Recreation Guide classes and lessons for all seasons;
  - Softball league and tournament;
  - Youth theater;
  - Indoor soccer through collaboration;
  - Arts and crafts; and
  - Ice rink operations and programs.
  
- Liaison with recreation user groups and other interested parties to increase collaboration and participation.
  
- Communicate effectively with Public Works to coordinate maintenance of Town facilities:
  - Parks, including specific maintenance needs for programs and activities,
  - Trail system,
  - Other facilities such as the Park and Ride Lot and the Ice Rink, and
  - Snow removal for all facilities according to the approved priority list.
  
- Maintain Whitmore Park and Pool in cooperation Mono County.
  
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
  
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down and road closures.).
  
- Assist with event equipment, such as barricades, cones, etc.
  
- Provide registration and other administrative capacity for programs and activities.
  
- Process special event permits.
  
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

- Participate in the development and implementation of relevant Town plans to ensure recreation needs are met:
  - Parks and Recreation Master Plan,
  - Trails System Master Plan,
  - Individual neighborhood district plans, and
  - Capital Facilities Plan: integrate future facility needs identified in plans and determine funding sources.
- Implement recreation projects resulting from any Town plan, including all of the above and DRCEDS, with the appropriate Town departments and other partners.
- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote recreation programs, activities, events and other opportunities.
- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
  - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.
- Implement and maintain the integrity of the Measure R award process.
  - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
  - Cultivating grantee relationships,
  - Auditing project financials,
  - Providing program oversight, and
  - Requiring timely reporting.
- Develop adequate resources to fund staffing, programs and projects.

**Critical Services the Town provides because no one else will:**

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4<sup>th</sup> weekend.

**Critical Services to be provided when resources are available:**

- Develop new recreation programming.
- Develop interpretive programs through collaboration.



- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

## **Mammoth Lakes Recreation-Type Organization**

- Engage the public in the development of Town-wide recreation plans.
- ☐ Research and bring forward opportunities related to emerging recreation trends.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
  - ☐ Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
  - ☐ Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
  - ☐ Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.
- Enhance Town efforts to produce and distribute information about recreation programs, activities and opportunities.

## **Shared: Town and MLR**

- Develop an integrated signage, wayfinding, and interpretive program.
- Comply with USFS requirements on special use permits.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

From: Kim Stravers <kimstravers@mltpa.org>  
Subject: Mammoth Lakes Recreation Mtg. #3 Homework Assignment  
Date: February 19, 2010 12:11:53 PM PST  
To: Undisclosed-recipients: <>;

Hello!

Here is your homework for our next MLR meeting, which will be on Thursday, February 25, from 3:00 p.m. to 6:00 p.m. at the Community Center. We've streamlined this assignment so that there is no longer the need for a team approach; please complete the work individually and return it to me by e-mail no later than noon on Wednesday, February 24, so that we have time to process your input and prepare for the group gathering.

As you review this assignment, please keep the following concepts in mind:

- \* Recreation = economic engine of town/region
- \* The continued economic woes that are impacting federal, state, county and town budgets
- \* The need to increase/supplement our capacities to provide recreation and sustain the recreational environment
- \* The recognition that our recreation environment overlaps many jurisdictions, which are opportunities for creative and strategic partnerships
- \* The acknowledgement that flexibility and entrepreneurial approaches -- which are generally not hallmarks of public entities -- can increase our capacity to fund, provide, and sustain

If anything is unclear, please contact me immediately so we can get you the information you need to move forward.

Looking forward to seeing you all next week!

Best,  
Kim Stravers  
Development & Community Relations Director  
Mammoth Lakes Trails & Public Access Foundation  
kimstravers@mltpa.org  
(949) 632-7882 [direct]  
(866) 760-0285 [fax]  
(760) 934-3154 [general office inquiries]

## Mammoth Lakes Recreation Homework Assignment #2

Please review the following list of recreation activities and related responsibilities and determine which organization, TOML or MLR, has (or will have) the capacity to perform them. The thought behind your decisions is as important as the selections themselves, so please include your rationale in each section where indicated. Be sure to describe why the selected organization will be able to accomplish each task; review the items with an eye toward capacity, resources, and priorities. Is it likely that the entity you have selected will have these things in place to deliver on the identified tasks?

Please return this assignment via e-mail to Kim Stravers at [kimstravers@mltpa.org](mailto:kimstravers@mltpa.org) no later than noon on Wednesday, February 24.

### Interagency Coordination

Identify and participate in the visioning and long-range planning of outdoor recreation— and trails-based infrastructure and activities in the Mammoth Lakes region with regional partners.

Ex.: Sherwins Working Group, TOML Trail System Master Plan

- TOML
- MLR
- Other

### Data Management, Maintenance, and Development

Collect, maintain, develop, and share GIS, print, and related digital and document assets pertinent to outdoor recreation in the Mammoth Lakes region.

Ex.: ARRA signage and wayfinding placement GIS tool; Sherwins Working Group “existing conditions” documentation

- TOML
- MLR
- Other

## Stewardship

Develop programs in support of outdoor recreation—amenity, landscape, and trail-system maintenance and stewardship in the Mammoth Lakes region.

Ex.: Summer of Stewardship 2009; Adopt-a-Trail program

TOML

MLR

Other

Manage an active volunteer database to build capacity for implementation, maintenance and program assistance

Ex. Staff refreshment stations for Fall Century, man intersections for Freedom Mile, sweep trails of pine needles

## Outdoor-Recreation Programming

Maintain capacity for the development and implementation of outdoor-recreation programming consistent with the outdoor-recreation opportunities in the Mammoth Lakes region.

Ex.: Sherwins egress; Saturday morning Nordic ski out of Shady Rest; full-moon snowshoe tours; Commuter Challenge

TOML

MLR

Other

## Outdoor-Recreation Planning

Maintain capacity for grant writing, financing, and project management of trails- and outdoor recreation—planning efforts in the Mammoth Lakes region.

Ex.: Lakes Basin Special Study, Shady Rest Special Study, Sierra Nevada Conservancy grant applications

TOML

MLR

Other

Maintain capacity to effectively track, provide comment and identify opportunities on a variety of projects on federal, municipal, and private land in the Mammoth Lakes region.

Ex.: Inyo National Forest Travel Management Plan; INF Forest Management Plan; National Park Service Management Plan; Clearwater development project

TOML

MLR

Other

Maintain capacity for project development and analysis through GIS, graphics, and other tools necessary for project conceptualization.

Ex.: ARRA signage and wayfinding placement GIS tool; map production for Sherwins Working Group; Neighborhood District Planning; GIS Inventory Contract (GIC)

TOML

MLR

Other

Provide effective outreach to the public for TOML outdoor-recreation planning efforts.

Ex.: Sherwins Working Group; CAMP: SUMMER and CAMP: WINTER; TOML Mobility Plan

TOML

MLR

Other

Develop regional project plans in collaboration with agency and non-profit partners.

Ex.: Wayfinding logic development; signage and wayfinding standards manual

TOML

MLR

Other

Effectively convene the public for participation in interagency collaborative planning efforts for local outdoor recreation.

Ex.: Sherwins Working Group; Lakes Basin Special Study (LABSS); Shady Rest Working Group

TOML

MLR

Other

Research and bring forward opportunities related to emerging trends in outdoor-recreation programming, public engagement, experiences, and facilities.

Ex.: Development of high-altitude running, triathlon, biathlon, and road-cycling opportunities and related business development

TOML

MLR

Other

## **Outdoor-Recreation Infrastructure Implementation**

Construct trails and recreation amenities such as soft-surface trails and interpretive signage programs.

Ex.: SHARP implementation; ARRA signage and wayfinding program implementation and maintenance

TOML

MLR

Other

Seasonal transition of trails and recreation amenities.

Ex.: Annual opening of Lakes Basin to OSV use; winter trail grooming; winter-to-spring trail prep; season-specific signage swapping

TOML

MLR

Other

Hold special-use permits for maintenance of trails and recreation amenities (USFS owned).

Ex.: Lakes Basin campgrounds; soft-surface trails; signage and wayfinding

TOML

MLR

Other

**Oversee and direct the maintenance and planned capital improvements of Town-owned recreation assets**

**Ex: Whitmore Pool, Ice Rink,**

**Communication and Participation**

Provide convening and staff support for a consortium of regularly meeting outdoor-recreation groups in Mammoth Lakes in partnership with regional partners.

Ex.: Mammoth Trails

TOML

MLR

Other

Enhance efforts to produce and distribute information about outdoor-recreation programs, activities, and opportunities in the Mammoth Lakes region using Web-based, traditional, and social-networking media.

Ex.: Recreation This Week; Winter & Spring Recreation Activities guides; OSV map; Mammoth Trails Web site; Twitter/Facebook; downloadable maps (GPS)

TOML

MLR

Other

## Outdoor-Recreation Events

Serve as point of contact for facilitating local and/or region-wide events.

Ex.: Amgen Tour of California; Fall Centurion; Moeben Ultra Race

TOML

MLR

Other

## Economic Opportunities

Maintain the capacity to identify, explore, develop, and participate in public and private economic opportunities for trails and outdoor recreation–amenity projects in the Mammoth Lakes region at the local, state, and federal levels.

Ex.: Bequest programs; Sierra Nevada Conservancy grants; endowments; private sponsorship; membership

TOML

MLR

Other

Align outdoor-recreation opportunities with strategic business partners to enhance and develop economic viability.

Ex.: In partnership with Mammoth Track Club, develop corporate sponsorships in support of summer high-altitude training programs.

TOML


MLR

Other

**Liaison with the local tourism industry to integrate recreation opportunities into marketing campaigns.**

**Ex: High Altitude Training, Saturday Bike Rides**



**From:** Kim Stravers <kimstravers@mltpa.org>   
**Subject:** MLR Meeting Reminder  
**Date:** February 25, 2010 8:40:57 AM PST  
**To:** Undisclosed-recipients: <>;

1 Attachment, 52 KB

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Hi, everyone!

Just a quick reminder that we will be meeting from 3 p.m. to 6 p.m. today at the Community Center. No paper agenda this time, but please bring your homework and be prepared to discuss!

Thanks very much, and we'll see you then.

Best,  
Kim Stravers  
Development & Community Relations Director  
Mammoth Lakes Trails & Public Access Foundation  
[kimstravers@mltpa.org](mailto:kimstravers@mltpa.org)  
(949) 632-7882 [direct]  
(866) 760-0285 [fax]  
(760) 934-3154 [general office inquiries]



PO Box 100 PMB# 432  
Mammoth Lakes, CA 93546  
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Mammoth Lakes Recreation  
Possible Structure

1. Broadly Based Board of Directors (Parks, Trails and Recreation)
  - a. Community Members
  - b. Town Representative
  - c. FS Representative (if permitted)
  - d. Fiends of Inyo Representative
  - e. Mono County Representative
  - f. Organized sports group representatives (soccer, softball, etc)
  - g. Business representatives
  - h. School District Representative
  
2. Broadly Based Mission
  - a. Contract with Town based on Measure R scope
  - b. Advocacy for outdoor recreation
    - i. Marketing and Advertising
    - ii. Policy Development
  - c. Partnerships and contracts with other agencies
    - i. Forest Service
    - ii. County
    - iii. Friends of Inyo
    - iv. National Parks
    - v. Others?
  - d. Fundraising Activities
    - i. Memberships
    - ii. Donations
    - iii. Sponsorships
    - iv. Grants
  - e. Programs
  
3. Contract with Town of Mammoth Lakes
  - a. Initial three year term
  - b. Measure R funding allocation
  - c. Defined scope of work: (Aligned with implementation of the Parks, Recreation and Trails Master Plans)
    - i. Provide consulting services in preparing planning documents based on an agreed scope of work (facilitate public outreach, develop maps and exhibits, coordinate work of other consultants, etc.)
    - ii. Develop and maintain GIS elements relating to outdoor recreation and collect and maintain other data relevant to the scope of work
    - iii. Participate in the Town's Mobility Working Group.
    - iv. Provide policy recommendations to the Town Council on matters relating to the scope of work.
    - v. Prepare grant applications for the Town and administer grants for the Town with in the scope of work.
    - vi. Assist with marketing efforts and development of marketing materials.

**From:** "Robert F. Clark" <rclark@ci.mammoth-lakes.ca.us>  
**Date:** February 26, 2010 11:08:24 AM PST  
**To:** <johnwentworth@mltpa.org>, "Wendy Sugimura"  
<wendy\_sugimura@yahoo.com>  
**Cc:** "Mark Wardlaw" <mwardlaw@ci.mammoth-lakes.ca.us>, "Raymond Jarvis"  
<rjarvis@ci.mammoth-lakes.ca.us>, "Danna Stroud"  
<dstroud@visitmammoth.com>, "Stuart Brown" <sbrown@visitmammoth.com>  
**Subject: Mammoth Lakes Recreation**

John and Wendy:

Attached is a first cut at a possible structure for Mammoth Lakes Recreation. It is based loosely on the Mammoth Lakes Housing and Mammoth Lakes Tourism models. I have two reservations that we should discuss:

1. Can we form a Board that has the same passion for soccer fields and event venues that MLTPA has for trails and public access? If not, we should consider limiting the scope to trails and public access, and continue to use a Commission to advocate for sports and special events. My preference and recommendation would be for the broader scope.
2. With respect to the contract services, MLR needs to be better integrated into the Town department efforts than MLH. It is really important that we develop fully resourced scopes of work for each project that we collaborate on including both the MLR side and the Town departments side.

There may be other possible structures, and if so, it would be wise to spell them out in the same format so that they can be considered side by side.

Thanks,  
Rob  
Robert F. Clark

Town Manager

Town of Mammoth Lakes

P.O. Box 1609

Mammoth Lakes, CA 93546

Phone: 760-934-8989 x226

FAX: 760-934-6383



## Forest Service Inventory

The Inyo National Forest is a large, multi-purpose entity with projects and jurisdictional responsibilities ranging from management of wildland and prescribed fire through grazing, mining, vegetation management, road management and wildlife management all the way to authorizing use and occupancy of National Forest System Lands for everything from ski areas to private weddings.

By necessity this inventory provides a broad overview relative to the topics identified by the MRRC. Examples are provided in each category for FY10 to clarify both the scope of USFS efforts and to provide a sense of our capacity.

- Legal/Fiduciary (special-use permits, insurance, jurisdictional, environmental review)
  - Special-Use Permits
    - Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to resorts, organizational camps, outfitter & guide operations, recreation events, non-commercial group use events, filming etc. The Mammoth-Mono Districts manage under permit:
      - 2 alpine ski areas
      - 2 Nordic ski areas
      - 12 resorts complexes
      - 4 RV parks
      - 5 commercial marinas
      - 14 flying fishing guide operations
      - 12 mountaineering guide operations
      - 3 kayaking outfitter and guide operations
      - 2 snowmobile outfitter and guide operations
      - 1 dog sledding operation
      - 1 sledding hill
      - 5 pack station resort and outfitter and guide permits
      - 2 motorized outfitter and guide operations
      - 2 permitted interpretive programs
    - In addition, the districts process and issue an annual average of:
      - 12 Recreation event permits
      - 20 Non-commercial group use permits (i.e. weddings)
      - 40 Filming/ still photography permits
      - Etc.
  - Lands Permits
    - Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to TOML trails, parks and also

to road use/ construction permits, facilities such as the Visitor's Bureau, MCWD facilities etc.

- Insurance
  - Insurance is required of special use permit holder/ lands permit holders. USFS is indemnified and named as co-insured.
  - USFS does not carry liability or other insurance we're the Federal Government!
- Environmental review
  - Environmental review under NEPA may be contracted or conducted by a third party subject to retention of all authority for project management, and decision-making by the USFS.
  - USFS has non-delegable authority for decisions following from environmental analysis that would result in actions on NFS lands, or expenditure of USFS funds.
- Fiscal (grant administration, project and operating budgets)
  - Federal grants are subject to federal funding/contract regulations (i.e. Davis-Bacon) and if contracted must be competitively bid under federal contracting rules and regulations. The same applies to appropriated Federal dollars.
  - Any contract using federal funds is subject to federal contracting rules and regulations.
  - The FS can designate a third party contract inspector but cannot delegate Contracting Officer or COR responsibilities or decision authority.
  - The USFS can share funds under Challenge Cost Share Authorities where both parties benefit (i.e. proposed work attains FS objectives on NFS Lands) and the non-federal partner provides at least a 20% (50% preferable) match in funds or non-cash contribution.
  - USFS can pass through funds to a third party under other authorities such as the Wyden Amendment subject to the same rules as for a challenge cost share or contract and only where the work conducted meets the specific requirements of the authority (i.e. watershed improvement) and is conducted on behalf of the USFS on NFS Lands.
  - USFS generally would not consider use of challenge-cost share or participating agreement authorities where the cost to government of working with a third party exceeded the value provided to the public or where costs are the same or higher than conducting the same work in-house. There has to be a clear public benefit – both a resource and a financial benefit.
- Product (recreation maps, brochures) - USFS produces many products – i.e. grazing, timber/fuel wood, minerals, water etc. For this review it assumed the MRRC interest is only in recreation products as per the example provided.

- USFS produces interpretative information and materials and recreation maps, brochures and other materials.
  - Materials may be produced by other agencies of partners subject to USFS final review and decision authority over products produced with federal monies or for formal USFS use and distribution.
  - USFS with partners (ESIA etc.) provides guide books, general recreation maps, visitor information etc.)
  - USFS produces educational/interpretive films with a new product approximately every three years – Log Cabin Mine film was the last one, Birds of Mono Basin in progress.
  - USFS also produces educational shorts for you tube and other venues.
  
- Recreation-Based Events (venue/facility rental, timing systems, traffic control, registration)
  - Generally, USFS does not promote, organize or hold recreation-based events, we do authorize and permit recreation events, however, there is much more to recreation than recreation-based events. The USFS on the Mammoth – Mono Districts manages:
    - 35 Concession campgrounds,
    - 5 for fee Forest Service Campgrounds,
    - 3 free Forest Service campgrounds,
    - 25 plus day use sites (comprising over 100 toilets and other facilities – cleaned on a daily basis during peak season.
    - 13 designated interpretive sites
    - 5 boat launches
    - 1 Public beach
    - 300 miles of trail
    - 1500 miles of road/ motorized trail
    - Portions of 4 wilderness areas
    - South Tufa interpretive site
    - Reds Meadow Shuttle system (in partnership with ESTA as of last year)
    - USFS interpretive programming
    - A large OHV enforcement/ O&M and Restoration program
    - 100 Miles of OSV groomed trail system
    - Deadman Nordic ski area
    - Signage and wayfinding for all of the above – roads alone comprise over 2500 signs.
    - Etc.
  - See special use permitting – recreation events on USFS are subject to permitting requirements. This is a non-delegable authority.
  - A permit holder may in their initial permit application or as a proposed amendment request to incorporate a list of several

proposed scheduled events to be conducted under one permit or within one permit area – most resort and ski areas on the INF already do this. Sideboards for a permittee to determine venue/facility rental, timing, traffic control, registration could be designated in the permit with final authority retained by the USFS.

- Entertainment-Based Events (acquisition of talent, venue, promotion, transit arrangements)
  - USFS does not promote, develop or manage entertainment-based events. Again, there is much more to recreation than entertainment-based events.
- Planning (Trail System Master Plan, Mammoth Meadows Restoration)
  - USFS develops and analyzes plans ranging from small scale stream bank restoration to area and forest plans.
  - See above – “Fiduciary/legal – Environmental Review.”
  - FY10 recreation/ recreation related planning efforts from north to south include:
    - Highway 120 Scenic Byway Corridor Plan
    - Lee Vining Canyon CG Redevelopment
    - Mono Admin. Office Redevelopment w/ YOS
    - Dechambeau Ranch Interp. site stabilization and development
    - Navy Beach Boat Launch Redevelopment
    - Mono Basin VC Heavy Maintenance Project
    - Glass Creek CG Redevelopment
    - FY11 OHV Restoration planning
    - Travel Management Implementation Strategy
    - Travel Analysis (subpart A)
    - New Wilderness Baseline Data Collection and Planning
    - DEPO/ Red’s Meadow Valley Planning w/ NPS
    - Upper San Joaquin Watershed Assessment
    - Lakes Basin Planning (including ATTPL funded transportation planning)
    - Sherwin Area Recreation Plan review
    - Hot Creek Geologic site redevelopment Plan
    - Wilderness monitoring/ Wilderness Stewardship Challenge
    - Etc.
- Capital Facilities (construction and/or maintenance)
  - USFS manages construction and maintenance of FS facilities.
    - Facilities management could be permitted to another entity subject to federal rules and regulations.
  - General capacity for construction is limited to light facilities maintenance, road construction and maintenance, trail construction and maintenance. Heavy construction is typically contracted.
- Marketing/Communications (social networking/interaction, TV/radio/Web/print noticing, information resources)

- USFS participates in social networking efforts and develops such efforts with Regional support.
- USFS prepares and delivers TV/Radio/Web/print noticing and information resources in-house and through contracts.
- Data Collection/Research (tracking of user data, program progress reports)
  - USFS with FS Research Branch collects, tracks and analyzes data and prepares program progress reports, fulfills regional and national reply dues, and responds to congressional or public inquiries on a very regular basis.
- Stewardship/Volunteerism (trail maintenance, park clean-up, volunteer organization)
  - USFS develops, prepares and implements volunteer and stewardship agreements. USFS with ESIA just hired a partnership coordinator supervised and managed by our Bishop office.
  - FS initiated and managed FY 10 recreation projects with SCAs, CCC, YCC, FOI, Backcountry Horsemen, etc. include:
    - Garnet-Iceberg Trail Reconstruction
    - Reds PCT maintenance
    - Fish Creek Trail maintenance
    - Duck Pass Trail maintenance
    - River Trail maintenance
    - Minaret Trail maintenance
    - Convict Lake Trail maintenance/ restoration
    - Gull Lake Trail construction
    - Hot Creek Trail maintenance
    - Travel Management signage and wayfinding implementation
    - OHV Restoration projects
    - SCA interp., bear intern and wilderness patrol/ monitoring & data collection projects
- Programming (soccer, softball, interpretive)
  - Generally USFS does not participate in programming for recreation.
  - USFS does deliver interpretive programming primarily at Mono Lake. Other programs include ski area based winter interp., campfire programs across the districts in partnership with the NPS (DEPO & YOS), and programs added for Red's meadow for this summer.
- Operating (daily tasks key to your organization's ability to function)
  - USFS conducts Human Resource, Staffing, Procurement and Property Management, Property maintenance, IT etc. to keep the organization functioning.
- Fundraising/Resource Development
  - USFS does not engage directly in private sector fund-raising



- Between internal and external grants the Mammoth- Mono district leveraged appropriated dollars to grant dollar at a ratio of 1:1 or higher.
- Advocacy
  - USFS advocates for projects and actions that meet agency objectives and mission for lands under NFS jurisdiction.
- Project Management
  - USFS manages all stages of numerous projects ranging from planning projects to complex project implementation and facility operations. Major FY10 recreation projects in addition to those listed above under stewardship include:
    - Maintenance on approximately 180 miles of road
    - Lake Mary Road Bike Path – w/ TOML Public Works
    - Mammoth Signage and Wayfinding - w/TOML Public Works
    - Mono Basin VC parking lot repave
    - Mono Basin VC heavy maintenance
    - Silver Lake CG shower and RV site installation
    - June Lake Campground restrooms & paving overlay
    - Convict Campground paving overlay
    - Programmed capital maintenance at all 42 Campgrounds (picnic table replacement, kiosks – sign post replacement, fire ring installation, site delineation, installation of additional ADA sites, etc.)
    - Travel Management Signage and Wayfinding
    - New wilderness implementation signage and wayfinding
- Coordination/Collaboration
  - USFS coordinates and collaborates on a variety of projects and planning efforts with other agencies and private non-profits.
    - Monthly meetings with TOML and Mono County at minimum – they generally occur on a much more frequent basis at all levels within all partner agencies.
    - Almost daily interaction with non-profit partners via email, phone or other.
    - FY10 major recreation/ recreation-related collaborative efforts include:
      - DEPO General Management Plan
      - YOS Tuolumne Meadows/ Tuolumne Wild and Scenic River Plan
      - ESTA-Reds Operation and Bus Acquisition
      - Mono and Mammoth VC operations (ESIA, DEPO, YOS, TOML)
      - Lakes Basin Planning
      - Sherwin Are Recreation Planning/Implementation
      - Lake Mary Bike Path
      - Mammoth Signage and Wayfinding
      - Scenic Loop Road Reconstruction

- OHV Restoration
- Travel Management Implementation
- Etc.
- Collaborative efforts involving federal funds are subject to the rules noted above in “Legal/ fiduciary” and also must comply with Federal Advisory Committee Act requirements.

## MAMMOTH LAKES RECREATION PROCESS

Gooch's Notes from 2/25/10 Meeting

### GENERAL DISCUSSION OF MLR ROLE & RESPONSIBILITIES

- Has the capacity to help an NGO/Program grow, e.g. high altitude training center*
- Increases recreation capacity*
- Raises money*
- Works collaboratively*
- FACILITATES LINES OF COMMUNICATION & COLLABORATION**
- Overcomes silos, facilitate connectivity*
- Has a clearly defined role*
- Is flexible, can quickly mobilize capacities to maximize opportunities*
- Is entrepreneurial*
- GETS WORK DONE ON THE GROUND**
- Has some active role in core services*
- Initiates projects and take them forward*
- COSTS LESS**
- Leverages additional capacities*
- Cannot impact fiscal/legal authorities*
- Is accountable for outcomes*
- Has a Council or Board of Directors which provides executive direction, i.e. mission, budget, assignments, expected outcomes*

### FLIP CHART NOTES

#### MLR ROLE & STRUCTURE

- Council – representation including jurisdictions/NGO's
  - Entrepreneurial
  - Leverage funds
  - Convener
  - On ground staffing component
  - Breadth of interests
-

## MAMMOTH LAKES RECREATION PROCESS

Gooch's Notes from 2/25/10 Meeting

Page 2

1. Coordinate and enhance collaborative efforts to combine, pursue and leverage resources (strategy); vision to tactical planning (outcome)
  2. Provide seamless recreation opportunities (strategy); implementing & maintaining (outcome)
  3. AUGMENT AGENCY CAPACITY
  4. Communication
- 

- Leveraging funds
    - Fundraising, corporate grants
    - Volunteers
  - Outcome = increased services, improved quality, maintain
  - Entrepreneurial / flexibility
  - Enhance/ take advantage of recreation opportunities
  - Augment technical capacity
    - Technical
    - Do work
    - Research
    - Expertise
- 
- Public engagement
    - Planning
    - Needs
    - Participate
    - convene
  - Collaborative convening & staffing
    - With the capacity to perform on ground
    - Collaboration -> implementation -> maintenance

## AGREEMENTS / ASSIGNMENTS

- MLR RECOMMENDATION TO BE DRAFTED & REVIEWED AT NEXT MEETING

## MAMMOTH LAKES RECREATION

Meeting Agenda

3:00-4:30 p.m.

March 5, 2010

Mammoth Lakes Community Center

- 1) Process Status and Update
  - a. "Augmenting Agency Capacity" Graphic
    - i. USFS representations re: potential MLR capacities
  - b. Rob Clark Memo: "Mammoth Lakes Recreation: Possible Structure"
    - i. "Can we build a Board that has the same passion for organized sports and special events as MLTPA does for trails and public access?"
    - ii. "Can we do a better job of integrating the Town contract-related tasks with our departmental operations than we have with other similar organizations?"
  - c. Review of final homework exercise
- 2) Reconciliation with "Objectives of Four Meetings" as quoted from e-mail attachment "MLR Mtg Agenda 2.1.10-3.doc"
  - a. "Meeting #1 (Mon. 2/1/10) - understand MLR Process charter, work plan, and products expectations"
  - b. "Meeting #2 (Thur. 2/11/10)- review inventories, begin "slotting," define reason for/purpose of 'other' category"
  - c. "Meeting #3 (Thur. 2/25/10) - resolve slotting discrepancies (note: final slotting will occur during Reconciliation Process), identify priorities, test with practical examples, identify capacity to perform, required resources and core funding streams"
  - d. "Meeting #4 (Fri. 3/5/10)- review and discuss recommendations, resolve discrepancies, consensus for final report"
- 3) Options for Discussion Going Forward
  - a. Option 1 = TOML + Core Services + MLTPA + Partners
  - b. Option 2 = TOML + Core Services + MLR + Partners
  - c. Option 3 = TOML + MLR + Partners
  - d. Discussion and consensus
- 4) Final Report
  - a. "Key Components of Recommendations/Report" as quoted from e-mail attachment "MLR MTG Agenda 2.1.10-3.doc"
    - i. "MLR Role Definition"
    - ii. "MLR Responsibilities - broad definition"
    - iii. "MLR Responsibilities - specifics from Inventories"
    - iv. "Current Capacities & Resources, include skill sets"
    - v. "Needed Capacities & Resources, include skill sets"
    - vi. "Annualized Budget Projection"
    - vii. "Funding Streams"
- 5) Next Steps
- 6) Adjourn

From: Kim Stravers <kimstravers@mltpa.org>  
Subject: MLR Meeting #4 Materials for Fri., March 5  
Date: March 4, 2010 7:57:28 AM PST  
To: Undisclosed-recipients: <>;

Hello, everyone:

Friday of this week at 3:00 at the Community Center we will meet for our final meeting. With one more homework assignment and one more group exercise on Friday, we'll be able to put together a report and proposed recommendation for the TOML to consider as Wendy leads a reconciliation effort for the Tourism and Recreation Department's transition and as the TOML takes on its budget process later in the spring. We'll send out an agenda this evening (it will be short), but here's your homework assignment and an overview of Friday's ultimate goal:

#### HOMEWORK

1. The homework assignment is based on the results of the initial "inventory" and "slotting" exercises the group completed at Meeting #2. Any items that had been marked "2" or "3" ("could or should live with MLR, in whole or in part") as well as, examples of potential opportunities as identified by the USFS and all of the tasks identified by the NGOs (MLTPA and Friends of the Inyo), have been compiled into a draft "MLR Potential Tasks and Capacities" document, attached here:

This list is for your reference during Friday's meeting; no action is needed on your part before then, other than getting yourself familiar with it.

2. Danna has provided the Townie Group's inventory, which the MLR group has NOT yet reviewed. She took a "slotting" pass through it based on the 1-4 numbering system used at Meeting #2. The Townie group is reviewing this "slotting" pass also and may have additional input at Friday's meeting. These items, plus any TOML Core Services and TOML Facilities items that had been marked "1" ("task cannot be delegated") at Meeting #2, have been compiled into a draft "TOML Tasks for Review" document, attached here:

As you'll see when you open it, this document is set up as a table that lists the tasks described above with the opportunity to identify who should be responsible for them: MLR, TOML, or Shared. Please review each task carefully and check the appropriate box. In the case of the TOML Core Services and TOML Facilities "1"s, think about each task's component

parts; if there is any portion of the task that can be delegated (such as collecting and processing permit applications for submittal to the TOML, who would be ultimately responsible for approving/rejecting them), please mark the task as Shared. Once you've completed the document, e-mail it back to me before 10:00 a.m. Friday so that we can tabulate the results in preparation for Friday's group meeting.

#### FRIDAY'S PROJECT

Our final effort will be to come to consensus on and recommend a flowchart and a list of potential tasks and capacities for MLR. We'll come to this consensus through review of the completed homework assignments and of the draft "MLR Potential Tasks and Capacities" document attached above, keeping in mind the very productive discussion we had at our last meeting.

The draft graphic is titled "Recreation in Mammoth Lakes: Augmenting Agency Capacity," and is attached here:

My apologies for the long and complex e-mail! We have come quite far to date and I'm looking forward to a productive finish to our efforts. Please e-mail me directly with questions.

Thanks!

Best,  
Kim Stravers  
Development & Community Relations Director  
Mammoth Lakes Trails & Public Access Foundation  
kimstravers@mltpa.org  
(949) 632-7882 [direct]  
(866) 760-0285 [fax]  
(760) 934-3154 [general office inquiries]

## MAMMOTH LAKES RECREATION

Meeting Agenda

3:00-4:30 p.m.

March 5, 2010

Mammoth Lakes Community Center

- 1) Process Status and Update
  - a. "Augmenting Agency Capacity" Graphic
    - i. USFS representations re: potential MLR capacities
  - b. Rob Clark Memo: "Mammoth Lakes Recreation: Possible Structure"
    - i. "Can we build a Board that has the same passion for organized sports and special events as MLTPA does for trails and public access?"
    - ii. "Can we do a better job of integrating the Town contract-related tasks with our departmental operations than we have with other similar organizations?"
  - c. Review of final homework exercise
- 2) Reconciliation with "Objectives of Four Meetings" as quoted from e-mail attachment "MLR Mtg Agenda 2.1.10-3.doc"
  - a. "Meeting #1 (Mon. 2/1/10) - understand MLR Process charter, work plan, and products expectations"
  - b. "Meeting #2 (Thur. 2/11/10)- review inventories, begin "slotting," define reason for/purpose of 'other' category"
  - c. "Meeting #3 (Thur. 2/25/10) - resolve slotting discrepancies (note: final slotting will occur during Reconciliation Process), identify priorities, test with practical examples, identify capacity to perform, required resources and core funding streams"
  - d. "Meeting #4 (Fri. 3/5/10)- review and discuss recommendations, resolve discrepancies, consensus for final report"
- 3) Options for Discussion Going Forward
  - a. Option 1 = TOML + Core Services + MLTPA + Partners
  - b. Option 2 = TOML + Core Services + MLR + Partners
  - c. Option 3 = TOML + MLR + Partners
  - d. Discussion and consensus
- 4) Final Report
  - a. "Key Components of Recommendations/Report" as quoted from e-mail attachment "MLR MTG Agenda 2.1.10-3.doc"
    - i. "MLR Role Definition"
    - ii. "MLR Responsibilities - broad definition"
    - iii. "MLR Responsibilities - specifics from Inventories"
    - iv. "Current Capacities & Resources, include skill sets"
    - v. "Needed Capacities & Resources, include skill sets"
    - vi. "Annualized Budget Projection"
    - vii. "Funding Streams"
- 5) Next Steps
- 6) Adjourn



## Mammoth Lakes Recreation

### Possible Structure

DRAFT: March 5, 2010

1. Broadly Based Board of Directors (Parks, Trails, and Recreation)
  - a. Community members
  - b. Town representative
  - c. FS representative (if permitted)
  - d. Friends of the Inyo representative
  - e. Mono County representative
  - f. Organized sports-group representatives (soccer, softball, etc.)
  - g. School District representative
  
2. Broadly Based Mission
  - a. Contract with Town based on Measure R scope
  - b. Advocacy for outdoor recreation
    - i. Marketing and advertising
    - ii. Policy development
  - c. Partnerships and contracts with other agencies
    - i. Forest Service
    - ii. County
    - iii. Friends of the Inyo
    - iv. National Park Service
    - v. Others?
  - d. Fundraising Activities
    - i. Memberships
    - ii. Donations
    - iii. Sponsorships
    - iv. Grants
  - e. Programs
  
3. Contract with Town of Mammoth Lakes
  - a. Initial three-year term
  - b. Measure R funding allocation
  - c. Defined scope of work (aligned with implementation of the Parks & Recreation and Trail System Master Plans):
    - i. Provide consulting services in preparing planning documents based on an agreed scope of work (facilitate public outreach, develop maps and exhibits, coordinate work of other consultants, etc.)
    - ii. Develop and maintain GIS elements relating to outdoor recreation and collect and maintain other data relevant to the scope of work
    - iii. Participate in the Town's Mobility Working Group
    - iv. Provide policy recommendations to the Town Council on matters relating to the scope of work
    - v. Prepare grant applications for the Town and administer grants for the Town within the scope of work
    - vi. Assist with marketing efforts and development of marketing materials.

## **Mammoth Lakes Recreation Grouping/Slotting Exercise for TOML**

### **TOWN OF MAMMOTH LAKES**

#### **“1” – Townie Group**

- Process special-event permits for events on Town property.

#### **“1” – Town Facilities (Mark, Ray, Rob)**

- MLR cannot use Measure R funds to provide any service level currently provided by the Town because of supplanting restriction.
- Provide insurance for Town-owned.
- Require insurance from user groups.
- Issue use permits for Town-owned.
- Prepare CEQA documents.
- Enforce rules on Town-owned.
- Hold permits for USFS-owned.
- Comply with grant conditions.
- Comply with state law regarding “public” facilities/public money.
- Ensure compliance with local, state, and federal laws.
- Budgeting for all aspects of “facilities” described above.
- Manage budgets for maintenance of facilities.
- Adoption of General Plan, specific/master plans, regulations, standards and specifications, and implementation plans (related subjects include wayfinding and interpretive signage, trails and staging areas, mobility, event facilities, active and passive park and recreation facilities).
- Implementation of all “facility”-related services.
- Issue permits (events).
- Require insurance (events).
- Obtain public input, conduct approval process.
- Design projects.
- Environmental review
- Mitigation and Condition of Approval monitoring
- Provide professional planning, engineering, and design services.
- Professional services procurement
- Project management
- Construction management, testing, and reporting
- Construction contract documents
- Advertising and bidding
- Formation and administration of special districts
- Design, build, and maintain Town-owned facilities.
- Obtain all required actions and approval.
- Opening/closing parks
- Field preparation/renovation [ALSO LISTED AS A 3]
- Repair and upgrade facilities. [ALSO LISTED AS A 3]

- Parking lot and hard-surface maintenance [ALSO LISTED AS A 3]
- Play area inspections
- Landscape maintenance [ALSO LISTED AS A 3]
- Trail and sidewalk snow removal [ALSO LISTED AS A 3]
- Town fee programs (fundraising/resource development)
- Capital funds (fundraising/resource development)
- Donations/philanthropy [(fundraising/resource development)]

**“1” – Town Core Recreation Services (presented by Stuart)**

- Process special event applications (tourism function).
- Process street post banner applications.
- Process supplemental trolley applications (TOML/ESTA function).
- Process trolley advertising applications (TOML/ESTA function).
- Process facility use agreements – includes insurance waivers.
- Process facility rental agreements and insurance waivers.
- Contract camp instructors.
- Distribution and collection of adult/youth participation waivers
- Creation, production, and distribution of Tourism and Recreation Commission agendas and minutes
- Oversee award and disbursement of Measure R funds.
- Oversee award and disbursement of Youth Sports Funding.
- Oversee award and disbursement of Strategic Marketing Partnership Funding.
- Manage operational budgets (staff, utilities, insurance) for recreation facilities.
- Manage programming budgets (user payments, fees, contractors) for recreation programs and activities.
- Facilitate coordination of Town services and procedures for special events as it pertains to both Town-owned and Measure R equipment and services.
- Facilitate coordination of Town services and procedures for special events as it pertains to both Town-owned and Measure R equipment and services.
- Assist and provide event equipment – barricades, cones, signage, electronic boards, etc.
- Produce and distribute program/event flyers throughout Mammoth Lakes (includes MUSD).
- Winter/Spring [ALSO MARKED AS POTENTIAL 2/3, AS PARTS OF THESE MAY BE OUTSOURCED]
  - Mammoth Ice Rink: rates, schedule, hockey, lessons
  - Basketball “Hot Shots” League
  - Indoor soccer
  - Martial arts
  - Nordic walking
  - Adult lap-swim/clinics
  - Yoga
  - Instructional T-ball

- Summer/Fall [ALSO MARKED AS POTENTIAL 2/3, AS PARTS OF THESE MAY BE OUTSOURCED]
  - Farmers' Market at Mammoth Creek Park
  - Horseback riding
  - Martial arts
  - Soccer camps and clinics
  - Men's and coed division softball league
  - Swim lessons/public swim/lifeguard training
  - Tennis clinics and camps
  - Yoga
  - Summer camps:
    - Cruisers
    - Youth climbing camp
    - Skate camp
    - Wilderness camp
    - Sports camp
    - U.K. International Soccer Camp

#### Youth theatre

#### **“2/3” - Townie Group**

- Provide diverse indoor and outdoor recreation programs, including delivering recreation classes and contracting for additional activities, and providing registration and other administrative capacity for programs and activities.
- Liaise with recreation user groups and other interested parties to increase collaboration and participation for core services and for programs such as Adopt-a-Trail.
- Communicate effectively with Public Works to coordinate maintenance, including specific needs for programs and facilities, for all Town recreation facilities. [ALSO MARKED AS A 1]
- Facilitate coordination of Town services and procedures for special events (i.e., setup, tear-down, and road closures) and assist with event equipment such as barricades, cones, etc. [ALSO MARKED AS A 1]
- Participate in the development and implementation of relevant Town plans to ensure recreation needs are met, including the Parks and Recreation Master Plan and the Trail System Master Plan, and integrate recreation into neighborhood district plans and future facility needs.
- Implement recreation projects resulting from any Town plan, including all of the above and DRCEDS, with the appropriate Town departments and other partners.
- Produce and distribute promotional and informational collateral (e.g., brochures, recreation guides, e-news, etc.) to promote recreation programs, activities, events, and other opportunities.
- Liaise with the tourism industry to integrate recreation opportunities into marketing campaigns, provide comprehensive recreation information, and both collaborate and partner to facilitate recreation events and facilities.
- Implement and maintain the integrity of the Measure R award process and establish Measure R priorities. Manage Measure R projects, including cultivating

grantee relationships, auditing project financials, providing program oversight, and requiring timely reporting.

- Manage TOML funds distributed to youth programming. [ALSO MARKED AS A 1]
- Develop new recreation programming.
- Develop interpretive programs through collaboration.
- Recognize, nurture, and invest in recreation trendsetters and high-profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

**“2/3” - Town Facilities (Mark, Ray, Rob)**

- Raise money for improvements.
- Seek grants for improvements.
- Arrange services (events).
- Financial support (events)
- Grant writing

**“2/3” - Town Core Recreation Services (presented by Stuart)**

- Apply for and administer OSV/OHV grant funds.
- Produce and distribute Winter Recreation Map (OHV grant-funded).
- Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides (under contract with Eastside Ventures; second year of three-year contract).
- Produce and distribute Mammoth Ice Rink brochure.
- Produce and distribute Mammoth High-Altitude Fitness brochure.
- Manage and produce the adult men’s/coed softball tournaments (19 teams).
- Manage and produce the Whitmore Pool Opening Day and Free Swim Day event.
- Manage and produce the Winter Adult Indoor Soccer Tournament.
- Manage and produce the Town Tree Lighting Ceremony, Halloween Carnival, Easter Play Day and Community Egg Hunt, Crafts in the Mall/Visit Santa, and POPS in the Park.
- Contract and assist in the production of the July 4<sup>th</sup> Fireworks Spectacular.
- Manage and update “Mammoth Recreation” content on Visitmammoth.com.
- Utilize social media (Facebook and Twitter) to promote programs and events.
- Produce and place local/regional print and radio advertising for programs and events.
- Utilize e-marketing for camps and programs.
- Utilize direct marketing for camps and programs.
- Public Relations: Produce and distribute local press releases and public service announcements.
- Recreation Relations: Interact and engage with recreation users.
- Produce and distribute “Recreation This Week” (268 subscribers).

- Update seasonal recreation content for TV51.
- Collect, import, and manage recreation customer data (registration forms/waivers). [ALSO MARKED AS A 1]
- Survey recreation users to determine their satisfaction with the current programs and ascertain their interest in new programs. [ALSO MARKED AS A 1]
- Utilize research from various sources including the P&R Master Plan to create new programs and enhance existing programs. [ALSO MARKED AS A 1]
- The department manages an active volunteer database of approximately 80-100 volunteers.
- Volunteers are an integral component of the department and contribute to the successful production of many recreation- and entertainment-based events. These include the Halloween Carnival, T-Ball League, Tree Lighting Ceremony, “Hot Shots” Basketball League, and installation of the Mammoth Ice Rink.
- The department performs limited “as-needed” fundraising activities.

## **Mammoth Lakes Recreation Slotting Exercise by Agency**

### **TOWN OF MAMMOTH LAKES: "TOWNIE GROUP"**

#### **Ones**

- Process special-event permits for events on Town property.

#### **Twos/Threes**

- Provide diverse indoor and outdoor recreation programs, including delivering recreation classes and contracting for additional activities, and providing registration and other administrative capacity for programs and activities.
- Liaise with recreation user groups and other interested parties to increase collaboration and participation for core services and for programs such as Adopt-a-Trail.
- Communicate effectively with Public Works to coordinate maintenance, including specific needs for programs and facilities, for all Town recreation facilities. [ALSO MARKED AS A 1]
- Facilitate coordination of Town services and procedures for special events (i.e., setup, tear-down, and road closures) and assist with event equipment such as barricades, cones, etc. [ALSO MARKED AS A 1]
- Participate in the development and implementation of relevant Town plans to ensure recreation needs are met, including the Parks and Recreation Master Plan and the Trail System Master Plan, and integrate recreation into neighborhood district plans and future facility needs.
- Implement recreation projects resulting from any Town plan, including all of the above and DRCEDS, with the appropriate Town departments and other partners.
- Produce and distribute promotional and informational collateral (e.g., brochures, recreation guides, e-news, etc.) to promote recreation programs, activities, events, and other opportunities.
- Liaise with the tourism industry to integrate recreation opportunities into marketing campaigns, provide comprehensive recreation information, and both collaborate and partner to facilitate recreation events and facilities.
- Implement and maintain the integrity of the Measure R award process and establish Measure R priorities. Manage Measure R projects, including cultivating grantee relationships, auditing project financials, providing program oversight, and requiring timely reporting.
- Manage TOML funds distributed to youth programming. [ALSO MARKED AS A 1]
- Develop new recreation programming.
- Develop interpretive programs through collaboration.
- Recognize, nurture, and invest in recreation trendsetters and high-profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

## TOWN OF MAMMOTH LAKES: FACILITIES

### Ones

- MLR cannot use Measure R funds to provide any service level currently provided by the Town because of supplanting restriction.
- Provide insurance for Town-owned.
- Require insurance from user groups.
- Issue use permits for Town-owned.
- Prepare CEQA documents.
- Enforce rules on Town-owned.
- Hold permits for USFS-owned.
- Comply with grant conditions.
- Comply with state law regarding “public” facilities/public money.
- Ensure compliance with local, state, and federal laws.
- Budgeting for all aspects of “facilities” described above.
- Manage budgets for maintenance of facilities.
- Adoption of General Plan, specific/master plans, regulations, standards and specifications, and implementation plans (related subjects include wayfinding and interpretive signage, trails and staging areas, mobility, event facilities, active and passive park and recreation facilities).
- Implementation of all “facility”-related services.
- Issue permits (events).
- Require insurance (events).
- Obtain public input, conduct approval process.
- Design projects.
- Environmental review
- Mitigation and Condition of Approval monitoring
- Provide professional planning, engineering, and design services.
- Professional services procurement
- Project management
- Construction management, testing, and reporting
- Construction contract documents
- Advertising and bidding
- Formation and administration of special districts
- Design, build, and maintain Town-owned facilities.
- Obtain all required actions and approval.
- Opening/closing parks
- Field preparation/renovation [ALSO LISTED AS A 3]
- Repair and upgrade facilities. [ALSO LISTED AS A 3]
- Parking lot and hard-surface maintenance [ALSO LISTED AS A 3]
- Play area inspections
- Landscape maintenance [ALSO LISTED AS A 3]
- Trail and sidewalk snow removal [ALSO LISTED AS A 3]



- Town fee programs (fundraising/resource development)
- Capital funds (fundraising/resource development)
- Donations/philanthropy [(fundraising/resource development)]

### **Twos/Threes**

- Raise money for improvements.
- Seek grants for improvements.
- Arrange services (events).
- Financial support (events)
- Grant writing

## **TOWN OF MAMMOTH LAKES: CORE SERVICES**

### **Ones**

- Process special event applications (tourism function).
- Process street post banner applications.
- Process supplemental trolley applications (TOML/ESTA function).
- Process trolley advertising applications (TOML/ESTA function).
- Process facility use agreements – includes insurance waivers.
- Process facility rental agreements and insurance waivers.
- Contract camp instructors.
- Distribution and collection of adult/youth participation waivers
- Creation, production, and distribution of Tourism and Recreation Commission agendas and minutes
- Oversee award and disbursement of Measure R funds.
- Oversee award and disbursement of Youth Sports Funding.
- Oversee award and disbursement of Strategic Marketing Partnership Funding.
- Manage operational budgets (staff, utilities, insurance) for recreation facilities.
- Manage programming budgets (user payments, fees, contactors) for recreation programs and activities.
- Facilitate coordination of Town services and procedures for special events as it pertains to both Town-owned and Measure R equipment and services.
- Facilitate coordination of Town services and procedures for special events as it pertains to both Town-owned and Measure R equipment and services.
- Assist and provide event equipment – barricades, cones, signage, electronic boards, etc.
- Produce and distribute program/event flyers throughout Mammoth Lakes (includes MUSD).
- Winter/Spring [ALSO MARKED AS POTENTIAL 2/3, AS PARTS OF THESE MAY BE OUTSOURCED]
  - Mammoth Ice Rink: rates, schedule, hockey, lessons
  - Basketball “Hot Shots” League
  - Indoor soccer
  - Martial arts
  - Nordic walking

- Adult lap-swim/clinics
- Yoga
- Instructional T-ball
- Summer/Fall [ALSO MARKED AS POTENTIAL 2/3, AS PARTS OF THESE MAY BE OUTSOURCED]
  - Farmers' Market at Mammoth Creek Park
  - Horseback riding
  - Martial arts
  - Soccer camps and clinics
  - Men's and coed division softball league
  - Swim lessons/public swim/lifeguard training
  - Tennis clinics and camps
  - Yoga
  - Summer camps:
    - Cruisers
    - Youth climbing camp
    - Skate camp
    - Wilderness camp
    - Sports camp
    - U.K. International Soccer Camp
    - Youth theatre

### **Twos/Threes**

- Apply for and administer OSV/OHV grant funds.
- Produce and distribute Winter Recreation Map (OHV grant-funded).
- Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides (under contract with Eastside Ventures; second year of three-year contract).
- Produce and distribute Mammoth Ice Rink brochure.
- Produce and distribute Mammoth High-Altitude Fitness brochure.
- Manage and produce the adult men's/coed softball tournaments (19 teams).
- Manage and produce the Whitmore Pool Opening Day and Free Swim Day event.
- Manage and produce the Winter Adult Indoor Soccer Tournament.
- Manage and produce the Town Tree Lighting Ceremony, Halloween Carnival, Easter Play Day and Community Egg Hunt, Crafts in the Mall/Visit Santa, and POPS in the Park.
- Contract and assist in the production of the July 4<sup>th</sup> Fireworks Spectacular.
- Manage and update "Mammoth Recreation" content on Visitmammoth.com.
- Utilize social media (Facebook and Twitter) to promote programs and events.
- Produce and place local/regional print and radio advertising for programs and events.
- Utilize e-marketing for camps and programs.
- Utilize direct marketing for camps and programs.

- ❑ Public Relations: Produce and distribute local press releases and public service announcements.
- ❑ Recreation Relations: Interact and engage with recreation users.
- ❑ Produce and distribute “Recreation This Week” (268 subscribers).
- ❑ Update seasonal recreation content for TV51.
- ❑ Collect, import, and manage recreation customer data (registration forms/waivers). [ALSO MARKED AS A 1]
- ❑ Survey recreation users to determine their satisfaction with the current programs and ascertain their interest in new programs. [ALSO MARKED AS A 1]
- ❑ Utilize research from various sources including the P&R Master Plan to create new programs and enhance existing programs. [ALSO MARKED AS A 1]
- ❑ The department manages an active volunteer database of approximately 80-100 volunteers.
- ❑ Volunteers are an integral component of the department and contribute to the successful production of many recreation- and entertainment-based events. These include the Halloween Carnival, T-Ball League, Tree Lighting Ceremony, “Hot Shots” Basketball League, and installation of the Mammoth Ice Rink.
- ❑ The department performs limited “as-needed” fundraising activities.

## **INYO NATIONAL FOREST: MAMMOTH RANGER DISTRICT**

### **Ones**

- ❑ Special-Use Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to resorts, organizational camps, outfitter and guide operations, recreation events, non-commercial group use events, filming, etc.
- ❑ Lands Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to TOML trails, parks, and also to road use/construction permits, facilities such as the Welcome Center, MCWD facilities, etc.
- ❑ Insurance: Required of special use permit holder/ lands permit holders. USFS is indemnified and named as co-insured. USFS does not carry liability or other insurance; we’re the Federal Government!
- ❑ Environmental review: Environmental review under NEPA may be contracted or conducted by a third party subject to retention of all authority for project management and decision-making by the USFS. USFS has non-delegable authority for decisions following from environmental analysis that would result in actions on NFS lands, or expenditure of USFS funds.
- ❑ Fiscal (grant administration, project and operating budgets)
  - Federal grants are subject to federal funding/contract regulations (i.e. Davis-Bacon) and if contracted must be competitively bid under federal contracting rules and regulations. The same applies to appropriated federal dollars.
  - Any contract using federal funds is subject to federal contracting rules and regulations.
  - The FS can designate a third-party contract inspector but cannot delegate Contracting Officer or COR responsibilities or decision authority.

- The USFS can share funds under Challenge Cost Share Authorities where both parties benefit (i.e., proposed work attains FS objectives on NFS lands) and the non-federal partner provides at least a 20% (50% preferable) match in funds or non-cash contribution.
- USFS can pass through funds to a third party under other authorities such as the Wyden Amendment subject to the same rules as for a challenge cost share or contract and only where the work conducted meets the specific requirements of the authority (e.g., watershed improvement) and is conducted on behalf of the USFS on NFS lands.
- USFS generally would not consider use of challenge cost share or participating agreement authorities where the cost to government of working with a third party exceeded the value provided to the public or where costs are the same or higher than conducting the same work in-house. There has to be a clear public benefit—both a resource and a financial benefit.

### **Twos/Threes**

- USFS produces interpretative information and materials and recreation maps, brochures and other materials.
  - Materials may be produced by other agencies of partners subject to USFS final review and decision authority over products produced with federal monies or for formal USFS use and distribution.
  - USFS with partners (ESIA, etc.) provides guidebooks, general recreation maps, visitor information etc.
  - USFS produces educational/interpretive films with a new product approximately every three years; Log Cabin Mine film was the last one, Birds of Mono Basin in progress.
  - USFS also produces educational shorts for YouTube and other venues.
- Recreation-Based Events (venue/facility rental, timing systems, traffic control, registration)
  - Generally, USFS does not promote, organize or hold recreation-based events. We do authorize and permit recreation events; however, there is much more to recreation than recreation-based events.
  - Planning (Trail System Master Plan, Mammoth Meadows Restoration): USFS develops and analyzes plans ranging from small-scale stream bank restoration to area and forest plans.

## **MLR Potential Tasks and Capacities 03/04/10**

### **from TOML Inventory**

#### **“2/3” - Town Facilities (Mark, Ray, Rob)**

- Raise money for improvements.
- Seek grants for improvements.
- Arrange services (events).
- Financial support (events)
- Grant writing

#### **“2/3” - Town Core Recreation Services (presented by Stuart)**

- Apply for and administer OSV/OHV grant funds.
- Produce and distribute Winter Recreation Map (OHV grant-funded).
- Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides (under contract with Eastside Ventures; second year of three-year contract).
- Produce and distribute Mammoth Ice Rink brochure.
- Produce and distribute Mammoth High-Altitude Fitness brochure.
- Manage and produce the adult men's/coed softball tournaments (19 teams).
- Manage and produce the Whitmore Pool Opening Day and Free Swim Day event.
- Manage and produce the Winter Adult Indoor Soccer Tournament.
- Manage and produce the Town Tree Lighting Ceremony, Halloween Carnival, Easter Play Day and Community Egg Hunt, Crafts in the Mall/Visit Santa, and POPS in the Park.
- Contract and assist in the production of the July 4<sup>th</sup> Fireworks Spectacular.
- Manage and update “Mammoth Recreation” content on Visitmammoth.com.
- Utilize social media (Facebook and Twitter) to promote programs and events.
- Produce and place local/regional print and radio advertising for programs and events.
- Utilize e-marketing for camps and programs.
- Utilize direct marketing for camps and programs.
- Public Relations: Produce and distribute local press releases and public service announcements.
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- Collect, import, and manage recreation customer data (registration forms/waivers). [ALSO MARKED AS A 1]
- Survey recreation users to determine their satisfaction with the current programs and ascertain their interest in new programs. [ALSO MARKED AS A 1]
- Utilize research from various sources including the P&R Master Plan to create new programs and enhance existing programs. [ALSO MARKED AS A 1]

- The department manages an active volunteer database of approximately 80-100 volunteers.
- Volunteers are an integral component of the department and contribute to the successful production of many recreation- and entertainment-based events. These include the Halloween Carnival, T-Ball League, Tree Lighting Ceremony, “Hot Shots” Basketball League, and installation of the Mammoth Ice Rink.
- The department performs limited “as-needed” fundraising activities.

## from Forest Service Inventory

“The Inyo National Forest is a large, multi-purpose entity with projects and jurisdictional responsibilities ranging from management of wildland and prescribed fire through grazing, mining, vegetation management, road management and wildlife management all the way to authorizing use and occupancy of National Forest System Lands for everything from ski areas to private weddings.

By necessity this inventory provides a broad overview relative to the topics identified by the MRRC. Examples are provided in each category for FY10 to clarify both the scope of USFS efforts and to provide a sense of our capacity.”

*NB: The following list is representative of potential partner opportunities for MLR and has been extracted from the inventory supplied by USFS. Many of the items below are examples and may or may not represent specific opportunities. For a listing of the “non-delegable” authorities as supplied by USFS, please see the original inventory document as supplied by Mike Schlafmann - JW*

- Product (recreation maps, brochures) - USFS produces many products – i.e. grazing, timber/fuel wood, minerals, water etc. For this review it assumed the MRRC interest is only in recreation products as per the example provided.
  - USFS produces interpretative information and materials and recreation maps, brochures and other materials.
    - Materials may be produced by other agencies of partners subject to USFS final review and decision authority over products produced with federal monies or for formal USFS use and distribution.
    - USFS with partners (ESIA etc.) provides guidebooks, general recreation maps, visitor information etc.)
    - USFS produces educational/interpretive films with a new product approximately every three years – Log Cabin Mine film was the last one, Birds of Mono Basin in progress.
    - USFS also produces educational shorts for you tube and other venues.
- Recreation-Based Events (venue/facility rental, timing systems, traffic control, registration)
  - Generally, USFS does not promote, organize or hold recreation-based events, we do authorize and permit recreation events, however, there is much more to recreation than recreation-based events. The USFS on the Mammoth – Mono Districts manages:
    - 35 Concession campgrounds,
    - 5 for fee Forest Service Campgrounds,
    - 3 free Forest Service campgrounds,

- 25 plus day use sites (comprising over 100 toilets and other facilities – cleaned on a daily basis during peak season.
    - 13 designated interpretive sites
    - 5 boat launches
    - 1 Public beach
    - 300 miles of trail
    - 1500 miles of road/ motorized trail
    - Portions of 4 wilderness areas
    - South Tufa interpretive site
    - Reds Meadow Shuttle system (in partnership with ESTA as of last year)
    - USFS interpretive programming
    - A large OHV enforcement/ O&M and Restoration program
    - 100 Miles of OSV groomed trail system
    - Deadman Nordic ski area
    - Signage and wayfinding for all of the above – roads alone comprise over 2500 signs.
    - Etc.
  - See special use permitting – recreation events on USFS are subject to permitting requirements. This is a non-delegable authority.
  - A permit holder may in their initial permit application or as a proposed amendment request to incorporate a list of several proposed scheduled events to be conducted under one permit or within one permit area – most resort and ski areas on the INF already do this. Sideboards for a permittee to determine venue/facility rental, timing, traffic control, registration could be designated in the permit with final authority retained by the USFS.
- Entertainment-Based Events (acquisition of talent, venue, promotion, transit arrangements)
  - USFS does not promote, develop or manage entertainment-based events. Again, there is much more to recreation than entertainment-based events.
- Planning (Trail System Master Plan, Mammoth Meadows Restoration)
  - USFS develops and analyzes plans ranging from small-scale stream bank restoration to area and forest plans.
  - See above – “Fiduciary/legal – Environmental Review.”
  - FY10 recreation/ recreation related planning efforts from north to south include:
    - Highway 120 Scenic Byway Corridor Plan
    - Lee Vining Canyon CG Redevelopment
    - Mono Admin. Office Redevelopment w/ YOS
    - Dechambeau Ranch Interp. site stabilization and development
    - Navy Beach Boat Launch Redevelopment
    - Mono Basin VC Heavy Maintenance Project



- Glass Creek CG Redevelopment
  - FY11 OHV Restoration planning
  - Travel Management Implementation Strategy
  - Travel Analysis (subpart A)
  - New Wilderness Baseline Data Collection and Planning
  - DEPO/ Red's Meadow Valley Planning w/ NPS
  - Upper San Joaquin Watershed Assessment
  - Lakes Basin Planning (including ATTPL funded transportation planning)
  - Sherwin Area Recreation Plan review
  - Hot Creek Geologic site redevelopment Plan
  - Wilderness monitoring/ Wilderness Stewardship Challenge
  - Etc.
- Capital Facilities (construction and/or maintenance)
  - USFS manages construction and maintenance of FS facilities.
    - Facilities management could be permitted to another entity subject to federal rules and regulations.
  - General capacity for construction is limited to light facilities maintenance, road construction and maintenance, trail construction and maintenance. Heavy construction is typically contracted.
- Marketing/Communications (social networking/interaction, TV/radio/Web/print noticing, information resources)
  - USFS participates in social networking efforts and develops such efforts with Regional support.
  - USFS prepares and delivers TV/Radio/Web/print noticing and information resources in-house and through contracts.
- Data Collection/Research (tracking of user data, program progress reports)
  - USFS with FS Research Branch collects, tracks and analyzes data and prepares program progress reports, fulfills regional and national reply dues, and responds to congressional or public inquiries on a very regular basis.
- Stewardship/Volunteerism (trail maintenance, park clean-up, volunteer organization)
  - USFS develops, prepares and implements volunteer and stewardship agreements. USFS with ESIA just hired a partnership coordinator supervised and managed by our Bishop office.
  - FS initiated and managed FY 10 recreation projects with SCAs, CCC, YCC, FOI, Backcountry Horsemen, etc. include:
    - Garnet-Iceberg Trail Reconstruction
    - Reds PCT maintenance
    - Fish Creek Trail maintenance
    - Duck Pass Trail maintenance
    - River Trail maintenance
    - Minaret Trail maintenance
    - Convict Lake Trail maintenance/ restoration

- Gull Lake Trail construction
  - Hot Creek Trail maintenance
  - Travel Management signage and wayfinding implementation
  - OHV Restoration projects
  - SCA interp., bear intern and wilderness patrol/ monitoring & data collection projects
- Programming (soccer, softball, interpretive)
  - Generally USFS does not participate in programming for recreation.
  - USFS does deliver interpretive programming primarily at Mono Lake. Other programs include ski area based winter interp., campfire programs across the districts in partnership with the NPS (DEPO & YOS), and programs added for Red's meadow for this summer.
- Operating (daily tasks key to your organization's ability to function)
  - USFS conducts Human Resource, Staffing, Procurement and Property Management, Property maintenance, IT etc. to keep the organization functioning.
- Fundraising/Resource Development
  - USFS does not engage directly in private sector fund-raising
  - Between internal and external grants the Mammoth- Mono district leveraged appropriated dollars to grant dollar at a ratio of 1:1 or higher.
- Advocacy
  - USFS advocates for projects and actions that meet agency objectives and mission for lands under NFS jurisdiction.
- Project Management
  - USFS manages all stages of numerous projects ranging from planning projects to complex project implementation and facility operations. Major FY10 recreation projects in addition to those listed above under stewardship include:
    - Maintenance on approximately 180 miles of road
    - Lake Mary Road Bike Path – w/ TOML Public Works
    - Mammoth Signage and Wayfinding - w/TOML Public Works
    - Mono Basin VC parking lot repave
    - Mono Basin VC heavy maintenance
    - Silver Lake CG shower and RV site installation
    - June Lake Campground restrooms & paving overlay
    - Convict Campground paving overlay
    - Programmed capital maintenance at all 42 Campgrounds (picnic table replacement, kiosks – sign post replacement, fire ring installation, site delineation, installation of additional ADA sites, etc.)
    - Travel Management Signage and Wayfinding
    - New wilderness implementation signage and wayfinding
- Coordination/Collaboration

- USFS coordinates and collaborates on a variety of projects and planning efforts with other agencies and private non-profits.
  - Monthly meetings with TOML and Mono County at minimum – they generally occur on a much more frequent basis at all levels within all partner agencies.
  - Almost daily interaction with non-profit partners via email, phone or other.
  - FY10 major recreation/ recreation-related collaborative efforts include:
    - DEPO General Management Plan
    - YOS Tuolumne Meadows/ Tuolumne Wild and Scenic River Plan
    - ESTA-Reds Operation and Bus Acquisition
    - Mono and Mammoth VC operations (ESIA, DEPO, YOS, TOML)
    - Lakes Basin Planning
    - Sherwin Are Recreation Planning/Implementation
    - Lake Mary Bike Path
    - Mammoth Signage and Wayfinding
    - Scenic Loop Road Reconstruction
    - OHV Restoration
    - Travel Management Implementation
    - Etc.

Collaborative efforts involving federal funds are subject to the rules noted above in “Legal/ fiduciary” and also must comply with Federal Advisory Committee Act requirements.



## MAMMOTH LAKES RECREATION INVENTORY EXERCISE

**TEAM:** "TOWN OF MAMMOTH LAKES CORE SERVICES"

**MEMBERS:** STUART BROWN, BILL SAUSER, TONY COLOSARDO & JOHN ARMSTRONG

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### MAMMOTH LAKES TOURISM & RECREATION DEPARTMENT

#### Parks and Recreation Vision

*"The Town of Mammoth Lakes parks and recreation vision is to provide multipurpose, year-round, indoor and outdoor recreation opportunities accessible to all residents and visitors. Our parks and recreation system will promote personal health and well-being, foster community interaction, promote connectivity within and beyond the Town, nurture collaborative partnerships, and encourage appreciation of the Town's spectacular natural environment."*

#### Department Overview

The Mammoth Lakes Tourism and Recreation Department currently manages, operates and programs the Mammoth Ice Rink and Community Center in winter, and in summer, performs the same responsibilities for the Community Tennis Courts, Mammoth Creek Park, Shady Rest Park, the Volcom Brothers Skate Park, and the Whitmore Recreation Area, including the Whitmore Pool, and accompanying ball/soccer fields. Many of the facilities are also rented on a short-term basis to local organizations or special events.

The Mammoth Lakes Tourism and Recreation Department constantly develops new and affordable programs and activities for the community. These are managed and staffed by the department and are marketed through Visitmammoth.com, the bi-annual Mammoth Recreation Guides, and associated traditional advertising and social media channels.

Recreation Planning is performed for the department in a shared relationship with the Community Development Department. Tasks include: Development of Master Plans for parks and trails, review of Town sponsored recreation projects, analysis of landscape planting and irrigation systems, special project design, review of development projects for recreation opportunities, code compliance and assistance in the implementation of recreational facilities and projects.

The "Core Services" team would like to emphasize that they see the current recreation restructuring as an interim-based measure due to the economic climate. In the future, the team visions a complete and revitalized Parks and Recreation Department.

*The Mammoth Lakes Parks and Recreation Departments is celebrating its 25th Anniversary!*

**The tasks/services that the department currently performs or is responsible for are listed below:**

**1. Legal/Fiduciary\*\*\*\*** (could be performed by TOML)

- 1.1. Process Special Event Applications (Tourism function)
- 1.2. Process Street Post Banner Applications
- 1.3. Process Supplemental Trolley Applications (TOML/ESTA function)
- 1.4. Process Trolley Advertising Applications (TOML/ESTA function)
- 1.5. Process Facility Use agreements – includes insurance waivers
- 1.6. Process facility rental agreements and insurance waivers
- 1.7. Contract Camp instructors
- 1.8. Distribution and collection of adult/youth participation waivers
- 1.9. Creation, production and distribution of Tourism and Recreation Commission Agenda's and Minutes.

**2. Fiscal**

- 2.1. Oversee award and dispersal of Measure R funds\*\*\*\*
- 2.2. Oversee award and dispersal of Youth Sports Funding\*\*\*\*
- 2.3. Oversee award and dispersal of Strategic Marketing Partnership Funding\*\*\*\* (TOML function)
- 2.4. Apply for and administration of OSV/OHV grant funds\*\*\*\*
- 2.5. Manage operational budgets (staff, utilities, insurance) for recreation facilities
- 2.6. Manage programming budgets (user payments, fees, contactors) for recreation programs and activities.

**3. Product**

- 3.1. Produce and distribute Winter Recreation Map – OHV grant funded\*\*
- 3.2. Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides – under contract with Eastside Ventures (2nd year of 3 year contract)\*\*
- 3.3. Produce and distribute Mammoth Ice Rink brochure\*\*
- 3.4. Produce and distribute Mammoth High Altitude Fitness brochure\*\*

**4. Recreation-Based Events**

- 4.1. Manage and produce the Adult Men's/Coed Softball Tournaments (19 teams)
- 4.2. Manage and produce the Whitmore Pool Opening Day & Free Swim Day Event
- 4.3. Manage and produce the Winter Adult Indoor Soccer Tournament
- 4.4. Facilitate coordination of Town services and procedures for special events as it pertains to both town owned and Measure R equipment and services.

## 5. Entertainment-Based Events

- 5.1. Manage and produce the Town Tree Lighting Ceremony, Halloween Carnival, Easter Play Day and & Community Egg Hunt, Crafts in the Mall/Visit Santa and POPS in the Park.
- 5.2. Contract and assist in the production of the July 4<sup>th</sup> Fireworks Spectacular
- 5.3. Facilitate coordination of Town services and procedures for special events as it pertains to both town owned and Measure R equipment and services.
- 5.4. Assist and provide event equipment – barricades, cones, signage, electronic boards, etc...

## 6. Planning\*

- 6.1. Trail System Master Plan – DRAFT
  - 6.1.1. Coordinate activities and functions provided by consultant teams in preparation of the Plan.
  - 6.1.2. Coordinate outreach to public with local non-profits (MLTPA).
  - 6.1.3. Participate in soft-surface concept development with USFS (Sherwin Area and Lakes Basin).
  - 6.1.4. Coordinate CEQA consultant activities and contracts.
  - 6.1.5. Prepare and obtain Measure R funding for trails related projects.
  - 6.1.6. Administer SNC Grant Agreement to fund CEQA review process.
  - 6.1.7. Assist in the implementation of new Signage and Wayfinding on the Mammoth Lakes Trail System.
  - 6.1.8. Review development applications for consistency and compliance with existing and draft master plans.
  - 6.1.9. Assess and plan for future trail locations and alignments.
  - 6.1.10. Develop access options on private lands to provide access to public lands.
- 6.2. Parks and Recreation Master Plan – DRAFT
  - 6.2.1. Coordinate activities and function provided by consultant teams in preparation of the Plan.
  - 6.2.2. Coordinate outreach to public with local non-profits (MLTPA).
  - 6.2.3. Coordinate CEQA consultant activities and contracts.
  - 6.2.4. Prepare and obtain Measure R funding.
  - 6.2.5. Prepare master plans for individual park development.
  - 6.2.6. Design & implement park furniture such as the Mammoth ‘M’ Bike Rack.
  - 6.2.7. Interaction and collaboration with jurisdictional partners and community stakeholders on recreation planning in and around Mammoth Lakes.
  - 6.2.8. Provide design and maintenance assistance and review regarding landscape planting design and irrigation water use at Town facilities.
  - 6.2.9. Review proposed recreational facilities proposed by the Town.

## **7. Capital Facilities**

- 7.1. Oversee and direct the maintenance and planned capital improvements of Town-owned recreation assets.

## **8. Marketing / Communications\*\*\*\* (responsibility stays with “Core Services”)**

- 8.1. Manage and update “Mammoth Recreation” content on Visitmammoth.com
- 8.2. Utilize Social media: Facebook and Twitter to promote programs and events
- 8.3. Produce and place local/regional print and radio advertising for programs and events\*\*
- 8.4. Utilize E-marketing for camps and programs\*
- 8.5. Utilize Direct Marketing for camps and programs\*
- 8.6. Public Relations: Produce and distribute local Press Releases and Public Service Announcements
- 8.7. Recreation Relations: Interact and engage with recreation users
- 8.8. Produce and distribute “Recreation This Week” (268 subscribers)
- 8.9. Produce and distribute program/event flyers throughout Mammoth Lakes, includes MUSD.
- 8.10. Update seasonal recreation content for TV51

## **9. Data Collection / Research**

- 9.1. Collect, import and manage recreation customer data (registration forms/waivers)\*\*\*\*
- 9.2. Survey recreation users to determine their satisfaction with the current programs and ascertain their interest in new programs.
- 9.3. Utilize research from various sources including the P&R Master Plan to create new programs, and enhance existing programs.

## **10. Stewardship / Volunteerism**

- 10.1. The department manages an active volunteer database of approximately 80-100 volunteers.
- 10.2. Volunteers are an integral component of the department and contribute to the successful production of many Recreation and Entertainment based events. These include the Halloween Carnival, T-Ball League, Tree Lighting Ceremony, “Hot Shot’s” Basketball League, and assist in the installation of the Mammoth Ice Rink.

## **11. Programming**

- 11.1. The department programs year-round activities for both residents and visitors. These include:

#### 11.1.1. Winter/Spring

- Mammoth Ice Rink : Rates, schedule, hockey, lessons
- Basketball “Hot Shots” League
- Indoor Soccer
- Martial Arts
- Nordic walking
- Adult Lap Swim / Clinics
- Yoga
- Instructional T-ball

#### 11.1.2. Summer/Fall

- Farmers Market @ Mammoth Creek Park
- Horseback Riding
- Martial arts
- Soccer Camps & Clinics
- Men’s and Coed Division Softball League
- Swim Lessons / Public swim / Lifeguard training
- Tennis Clinics and Camps
- Yoga
- Summer camps:
  - Cruisers
  - Youth Climbing Camp
  - Skate Camp
  - Wilderness Camp
  - Sports Camp
  - U.K. International Soccer Camp
  - Youth Theatre

## 12. Operation

- 12.1. The department performs “typical” tasks as it relates to the management of its staff, facilities, programs, events and activities. This includes: planning, organizing, staffing and leading.
- 12.2. A major function of the department is the management of its staff and volunteers. The department employees an average of 30 staff members per year, and as indicated, approximately 80-100 volunteers.
  - Mammoth Ice Rink: 10 staff
  - Whitmore Pool: 10 staff
  - Summer (Leagues/Snack shop, etc.): 9 staff

## 13. Fundraising/Resource Development

- 13.1. The department performs limited “as-needed” fundraising activities.



## 14. Advocacy

- 14.1. The Tourism and Recreation Commission and Recreation Department are vigorous proponents of youth and adult sport participation in Mammoth Lakes.
- 14.2. As Town employees, departmental staff are prohibited during working hours to advocate for a specific cause, bill, policy item, candidate or organization.

## 15. Project Management

- 15.1. Project Management is required for a number of operational and marketing projects: These include:
  - TSMP and P&R Master Planning
  - Mammoth Ice Rink opening & closing
  - Whitmore Pool opening and closing
  - Winter/Spring & Summer/Fall Mammoth Recreation Guide
  - Hosting Tournaments and Leagues
  - Shady Rest Snack Shop
  - CEQA/Grants

## 16. Coordination/Collaboration

- 16.1. Direct the Parks Superintendent (Public Works), the Community Development Department (Planning) and the Police Department to successfully host/support both recreation and entertainment based events.
- 16.2. Risk Management functions are coordinated with the Town Human Resources Department.\*\*\*\*
- 16.3. The department proactively collaborates with local sporting, educational and cultural organizations. Includes: AYSO, Mammoth Swim Team, Little League, and the MUSD.
- 16.4. The department collaborates with key recreation programmers in the community. Includes: Snowcreek Athletic Club, Disabled Sports Eastern Sierra and Mammoth Mountain Ski Area.

### Special Designations within each category:

\* Core/technical competency required (example: only a licensed engineer can perform the task)

\*\* Outside bids required

\*\*\* Special caveat

\*\*\*\* Authority unable to be relinquished

## MAMMOTH LAKES RECREATION PROCESS

GOOCH'S NOTES *for* MARCH 5, 2010

### **DRAFT**

#### AGREEMENTS

1. Commit to fully integrated partnerships
2. Move MLTPA into a fully integrated partnership from advocacy role, recognizing that as part of the transition MLTPA will broaden its mission to include sports and recreation, and reconstitute a representative Board
3. Charge (outsource) MLTPA with new (TOML) activities to begin transition of MLTPA to MLR – with the expectation that this will test the MLR model
4. Create an MLR organization conditional that it can leverage resources to create more opportunities
5. USFS is willing to commit resources to this MLR development process

#### NEXT STEPS

1. MLTPA will define their expectations of “formalizing” the MLR process
2. Wendy (as a TOML Council member) will meet with MLTPA to
  - a. Formalize executive direction to proceed exploring / testing MLR model
  - b. Identify those programs or responsibilities which can be outsourced to MLTPA to begin/test the transition
  - c. Review those programs and/or responsibilities to determine whether they fall into the basic criteria they need from partners, i.e. are the outsourced responsibilities *foundational services*
3. Wendy and MLTPA will identify next steps including proposal formats, approval processes, general timelines, etc.
4. MLTPA develops a transition plan

#### FLIP CHART & GENERAL DISCUSSION NOTES

- USFS desires an organization which:
  - Performs functions that indicate it is sustainable, i.e. in addition to planning/convening, it also performs implementation and maintenance
  - Demonstrates longevity, i.e. can be sustained through lean and uneven years
  - Proves financial sustainability, i.e. multiple, reliable funding streams
  - Is flexible
  - Is entrepreneurial
  - Can be scalable from year to year
  - Requires “critical mass” and mission compatibility

## MAMMOTH LAKES RECREATION PROCESS

GOOCH'S NOTES for MARCH 5, 2010

DRAFT, page 2

### FLIP CHART & GENERAL DISCUSSION NOTES CONTINUED...

- Scenario: TOML contracts recreation; provides \$ it can afford; MLR needs to leverage the \$ to perform on contract
- Options defined
  - #1 – status quo
  - #2 – slightly enhanced status quo
  - #3 – MLR organization/ some core services outsourced to MLR (originally MLR was to perform interaction with public lands); broad based contracting potential
- (Mark's list)
  - MLPTA wants to do more (counter comment = TOML wants to take on less)
  - USFS will contract with anyone that can perform
  - Exercise is to shift
  - (counter comment = USFS was participating because TOML was in crisis)
  - Services off table ... Priorities?
- Passion:
  - MLR needs same passion MLTPA has demonstrated for trails for the direct programs/recreation mission
  - Many recreation programs are run by volunteers who bring the passion
  - Need to recreation out of government hands
- (Bill) Focus needs to be *can it be positive for the people of TOML/County residents, not turf*
- Feels like the "tail is wagging the dog"
- (John A.) Concerned about use of "fear" and "crisis"; need to explore something new, e.g. High Altitude Training Center
- Other opportunities: Mountain Bike Club, sports councils, sporting event promotion/enhancement
- Need direction from Town Council – recognizing that 85% of the land is USFS
- Need to remember that purpose is to *increase overall recreation capacity*
- (Stuart) need to add *and sports* to MLR, i.e. *Mammoth Lakes Recreation & Sports*; this would expand the charter to Sports Councils



**Town of Mammoth Lake  
Non-Transferable  
Authorities**

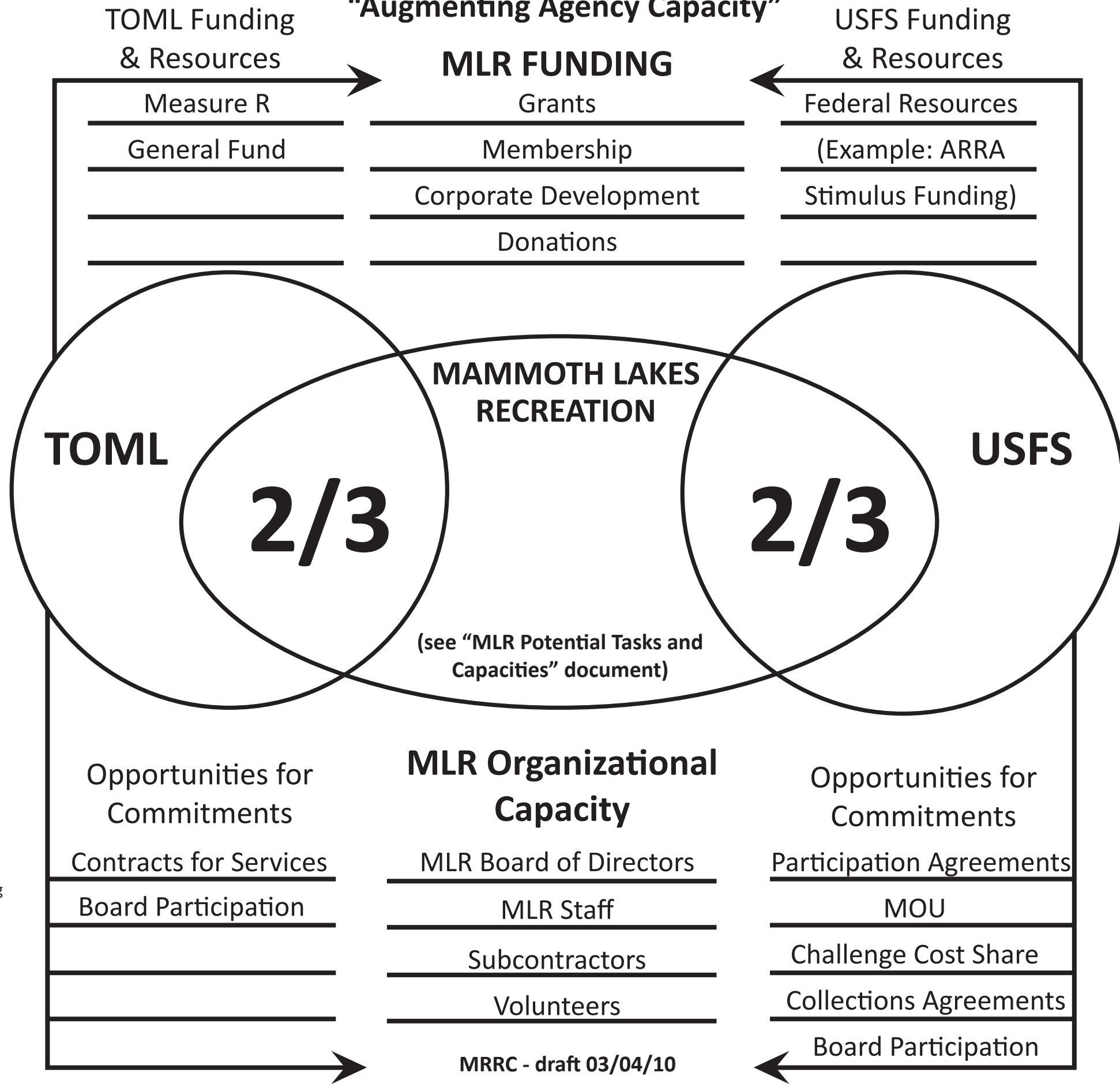
- MLR cannot use Measure R funds to provide any service level currently provided by the Town because of supplanting restriction.
- Provide insurance for Town-owned.
- Require insurance from user groups.
- Issue use permits for Town-owned.
- Prepare CEQA documents.
- Enforce rules on Town-owned.
- Hold permits for USFS-owned.
- Comply with grant conditions.
- Comply with state law regarding “public” facilities/public money.
- Ensure compliance with local, state, and federal laws.
- Budgeting for all aspects of “facilities” described above.
- Manage budgets for maintenance of facilities.
- Adoption of General Plan, specific/master plans, regulations, standards and specifications, and implementation plans (related subjects include wayfinding and interpretive signage, trails and staging areas, mobility, event facilities, active and passive park and recreation facilities).
- Implementation of all “facility”-related services.
- Issue permits (events).
- Require insurance (events).
- Obtain public input, conduct approval process.
- Design projects.
- Environmental review
- Mitigation and Condition of Approval monitoring
- Provide professional planning, engineering, and design services.
- Professional services procurement
- Project management
- Construction management, testing, and reporting
- Construction contract documents
- Advertising and bidding
- Formation and administration of special districts
- Design, build, and maintain Town-owned facilities.
- Obtain all required actions and approval.
- Opening/closing parks

(Partial List)

See TOML inventory for complete list.

# Mammoth Lakes Recreation

“Augmenting Agency Capacity”



**USFS  
Non-Transferable  
Authorities**

- Special-Use Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to resorts, organizational camps, outfitter and guide operations, recreation events, non-commercial group use events, filming, etc.
- Lands Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to TOML trails, parks, and also to road use/construction permits, facilities such as the Welcome Center, MCWD facilities, etc.
- Insurance: Required of special use permit holder/ lands permit holders. USFS is indemnified and named as co-insured. USFS does not carry liability or other insurance; we’re the Federal Government!
- Environmental review: Environmental review under NEPA may be contracted or conducted by a third party subject to retention of all authority for project management and decision-making by the USFS. USFS has non-delegable authority for decisions following from environmental analysis that would result in actions on NFS lands, or expenditure of USFS funds.
- Fiscal (grant administration, project and operating budgets)
  - Federal grants are subject to federal funding/contract regulations (i.e. Davis-Bacon) and if contracted must be competitively bid under federal contracting rules and regulations. The same applies to appropriated federal dollars.
  - Any contract using federal funds is subject to federal contracting rules and regulations.
  - The FS can designate a third-party contract inspector but cannot delegate Contracting Officer or COR responsibilities or decision authority.

(Partial List)

See USFS inventory for complete list.

MRRC - draft 03/04/10

# 1

## **Mammoth Lakes Recreation Grouping/Slotting Exercise for TOML TOWN OF MAMMOTH LAKES – NON-TRANSFERABLE AUTHORITIES**

### **“1” – Town Facilities (Mark, Ray, Rob) + Townie Group + Town Core Recreation Services (presented by Stuart)**

- MLR cannot use Measure R funds to provide any service level currently provided by the Town because of supplanting restriction.
- Provide insurance for Town-owned.
- Require insurance from user groups.
- Issue use permits for Town-owned.
- Prepare CEQA documents.
- Enforce rules on Town-owned.
- Hold permits for USFS-owned.
- Comply with grant conditions.
- Comply with state law regarding “public” facilities/public money.
- Ensure compliance with local, state, and federal laws.
- Budgeting for all aspects of “facilities” described above.
- Manage budgets for maintenance of facilities.
- Adoption of General Plan, specific/master plans, regulations, standards and specifications, and implementation plans (related subjects include wayfinding and interpretive signage, trails and staging areas, mobility, event facilities, active and passive park and recreation facilities).
- Implementation of all “facility”-related services.
- Issue permits (events).
- Require insurance (events).
- Obtain public input, conduct approval process.
- Design projects.
- Environmental review
- Mitigation and Condition of Approval monitoring
- Provide professional planning, engineering, and design services.
- Professional services procurement
- Project management
- Construction management, testing, and reporting
- Construction contract documents
- Advertising and bidding
- Formation and administration of special districts
- Design, build, and maintain Town-owned facilities.
- Obtain all required actions and approval.
- Opening/closing parks
- Field preparation/renovation [ALSO LISTED AS A 3] \*
- Repair and upgrade facilities. [ALSO LISTED AS A 3] \*
- Parking lot and hard-surface maintenance [ALSO LISTED AS A 3] \*
- Play area inspections \*
- Landscape maintenance [ALSO LISTED AS A 3] \*
- Trail and sidewalk snow removal [ALSO LISTED AS A 3] \*

# 1

## **Mammoth Lakes Recreation Grouping/Slotting Exercise for TOML TOWN OF MAMMOTH LAKES – NON-TRANSFERABLE AUTHORITIES**

- Town fee programs (fundraising/resource development) \*
- Capital funds (fundraising/resource development) \*
- Donations/philanthropy [(fundraising/resource development) \*
- Process special-event permits for events on Town property. \*
- Process special event applications (tourism function). \*
- Process street post banner applications. \*
- Process supplemental trolley applications (TOML/ESTA function). \*
- Process trolley advertising applications (TOML/ESTA function). \*
- Process facility use agreements – includes insurance waivers. \*
- Process facility rental agreements and insurance waivers. \*
- Contract camp instructors. \*
- Distribution and collection of adult/youth participation waivers \*
- Creation, production, and distribution of Tourism and Recreation Commission agendas and minutes \*
- Oversee award and disbursement of Measure R funds. \*
- Oversee award and disbursement of Youth Sports Funding. \*
- Oversee award and disbursement of Strategic Marketing Partnership Funding. \*
- Manage operational budgets (staff, utilities, insurance) for recreation facilities. \*
- Manage programming budgets (user payments, fees, contractors) for recreation programs and activities. \*
- Facilitate coordination of Town services and procedures for special events as it pertains to both Town-owned and Measure R equipment and services. \*
- Facilitate coordination of Town services and procedures for special events as it pertains to both Town-owned and Measure R equipment and services. \*
- Assist and provide event equipment – barricades, cones, signage, electronic boards, etc. \*
- Produce and distribute program/event flyers throughout Mammoth Lakes (includes MUSD). \*

*\* Not included on master graphic due to space limitations.*

# 2/3

## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

### from TOML Inventory

#### **“2/3” - Town Facilities (Mark, Ray, Rob)**

- Raise money for improvements.
- Seek grants for improvements.
- Arrange services (events).
- Financial support (events)
- Grant writing

#### **“2/3” - Town Core Recreation Services (presented by Stuart)**

- Apply for and administer OSV/OHV grant funds.
- Produce and distribute Winter Recreation Map (OHV grant-funded).
- Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides (under contract with Eastside Ventures; second year of three-year contract).
- Produce and distribute Mammoth Ice Rink brochure.
- Produce and distribute Mammoth High-Altitude Fitness brochure.
- Manage and produce the adult men's/coed softball tournaments (19 teams).
- Manage and produce the Whitmore Pool Opening Day and Free Swim Day event.
- Manage and produce the Winter Adult Indoor Soccer Tournament.
- Manage and produce the Town Tree Lighting Ceremony, Halloween Carnival, Easter Play Day and Community Egg Hunt, Crafts in the Mall/Visit Santa, and POPS in the Park.
- Contract and assist in the production of the July 4<sup>th</sup> Fireworks Spectacular.
- Manage and update “Mammoth Recreation” content on Visitmammoth.com.
- Utilize social media (Facebook and Twitter) to promote programs and events.
- Produce and place local/regional print and radio advertising for programs and events.
- Utilize e-marketing for camps and programs.
- Utilize direct marketing for camps and programs.
- Public Relations: Produce and distribute local press releases and public service announcements.
- Recreation Relations: Interact and engage with recreation users.
- Produce and distribute “Recreation This Week” (268 subscribers).
- Update seasonal recreation content for TV51.
- Collect, import, and manage recreation customer data (registration forms/waivers). [ALSO MARKED AS A 1]
- Survey recreation users to determine their satisfaction with the current programs and ascertain their interest in new programs. [ALSO MARKED AS A 1]

# 2/3

## **Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities**

- Utilize research from various sources including the P&R Master Plan to create new programs and enhance existing programs. [ALSO MARKED AS A 1]
- The department manages an active volunteer database of approximately 80-100 volunteers.
- Volunteers are an integral component of the department and contribute to the successful production of many recreation- and entertainment-based events. These include the Halloween Carnival, T-Ball League, Tree Lighting Ceremony, “Hot Shots” Basketball League, and installation of the Mammoth Ice Rink.
- The department performs limited “as-needed” fundraising activities.



# 2/3

## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

### from Forest Service Inventory

“The Inyo National Forest is a large, multi-purpose entity with projects and jurisdictional responsibilities ranging from management of wildland and prescribed fire through grazing, mining, vegetation management, road management and wildlife management all the way to authorizing use and occupancy of National Forest System Lands for everything from ski areas to private weddings.

By necessity this inventory provides a broad overview relative to the topics identified by the MRRC. Examples are provided in each category for FY10 to clarify both the scope of USFS efforts and to provide a sense of our capacity.”

*NB: The following list is representative of potential partner opportunities for MLR and has been extracted from the inventory supplied by USFS. Many of the items below are examples and may or may not represent specific opportunities. For a listing of the “non-delegable” authorities as supplied by USFS, please see the original inventory document as supplied by Mike Schlafmann - JW*

- Product (recreation maps, brochures) - USFS produces many products – i.e. grazing, timber/fuel wood, minerals, water etc. For this review it assumed the MRRC interest is only in recreation products as per the example provided.
  - USFS produces interpretative information and materials and recreation maps, brochures and other materials.
    - Materials may be produced by other agencies of partners subject to USFS final review and decision authority over products produced with federal monies or for formal USFS use and distribution.
    - USFS with partners (ESIA etc.) provides guide books, general recreation maps, visitor information etc.)
    - USFS produces educational/interpretive films with a new product approximately every three years – Log Cabin Mine film was the last one, Birds of Mono Basin in progress.
    - USFS also produces educational shorts for you tube and other venues.
- Recreation-Based Events (venue/facility rental, timing systems, traffic control, registration)
  - Generally, USFS does not promote, organize or hold recreation-based events, we do authorize and permit recreation events, however, there is much more to recreation than recreation-based events. The USFS on the Mammoth – Mono Districts manages:

# 2/3

## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

- 35 Concession campgrounds,
- 5 for fee Forest Service Campgrounds,
- 3 free Forest Service campgrounds,
- 25 plus day use sites (comprising over 100 toilets and other facilities – cleaned on a daily basis during peak season.
- 13 designated interpretive sites
- 5 boat launches
- 1 Public beach
- 300 miles of trail
- 1500 miles of road/ motorized trail
- Portions of 4 wilderness areas
- South Tufa interpretive site
- Reds Meadow Shuttle system (in partnership with ESTA as of last year)
- USFS interpretive programming
- A large OHV enforcement/ O&M and Restoration program
- 100 Miles of OSV groomed trail system
- Deadman Nordic ski area
- Signage and wayfinding for all of the above – roads alone comprise over 2500 signs.
- Etc.
- See special use permitting – recreation events on USFS are subject to permitting requirements. This is a non-delegable authority.
- A permit holder may in their initial permit application or as a proposed amendment request to incorporate a list of several proposed scheduled events to be conducted under one permit or within one permit area – most resort and ski areas on the INF already do this. Sideboards for a permittee to determine venue/facility rental, timing, traffic control, registration could be designated in the permit with final authority retained by the USFS.
- Entertainment-Based Events (acquisition of talent, venue, promotion, transit arrangements)
  - USFS does not promote, develop or manage entertainment-based events. Again, there is much more to recreation than entertainment-based events.
- Planning (Trail System Master Plan, Mammoth Meadows Restoration)
  - USFS develops and analyzes plans ranging from small scale stream bank restoration to area and forest plans.
  - See above – “Fiduciary/legal – Environmental Review.”
  - FY10 recreation/ recreation related planning efforts from north to south include:

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## **Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities**

- Highway 120 Scenic Byway Corridor Plan
- Lee Vining Canyon CG Redevelopment
- Mono Admin. Office Redevelopment w/ YOS
- Dechambeau Ranch Interp. site stabilization and development
- Navy Beach Boat Launch Redevelopment
- Mono Basin VC Heavy Maintenance Project
- Glass Creek CG Redevelopment
- FY11 OHV Restoration planning
- Travel Management Implementation Strategy
- Travel Analysis (subpart A)
- New Wilderness Baseline Data Collection and Planning
- DEPO/ Red's Meadow Valley Planning w/ NPS
- Upper San Joaquin Watershed Assessment
- Lakes Basin Planning (including ATTPL funded transportation planning)
- Sherwin Area Recreation Plan review
- Hot Creek Geologic site redevelopment Plan
- Wilderness monitoring/ Wilderness Stewardship Challenge
- Etc.
- Capital Facilities (construction and/or maintenance)
  - USFS manages construction and maintenance of FS facilities.
    - Facilities management could be permitted to another entity subject to federal rules and regulations.
  - General capacity for construction is limited to light facilities maintenance, road construction and maintenance, trail construction and maintenance. Heavy construction is typically contracted.
- Marketing/Communications (social networking/interaction, TV/radio/Web/print noticing, information resources)
  - USFS participates in social networking efforts and develops such efforts with Regional support.
  - USFS prepares and delivers TV/Radio/Web/print noticing and information resources in-house and through contracts.
- Data Collection/Research (tracking of user data, program progress reports)
  - USFS with FS Research Branch collects, tracks and analyzes data and prepares program progress reports, fulfills regional and national reply dues, and responds to congressional or public inquiries on a very regular basis.
- Stewardship/Volunteerism (trail maintenance, park clean-up, volunteer organization)

# 2/3

## **Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities**

- USFS develops, prepares and implements volunteer and stewardship agreements. USFS with ESIA just hired a partnership coordinator supervised and managed by our Bishop office.
- FS initiated and managed FY 10 recreation projects with SCAs, CCC, YCC, FOI, Backcountry Horsemen, etc. include:
  - Garnet-Iceberg Trail Reconstruction
  - Reds PCT maintenance
  - Fish Creek Trail maintenance
  - Duck Pass Trail maintenance
  - River Trail maintenance
  - Minaret Trail maintenance
  - Convict Lake Trail maintenance/ restoration
  - Gull Lake Trail construction
  - Hot Creek Trail maintenance
  - Travel Management signage and wayfinding implementation
  - OHV Restoration projects
  - SCA interp., bear intern and wilderness patrol/ monitoring & data collection projects
  
- Programming (soccer, softball, interpretive)
  - Generally USFS does not participate in programming for recreation.
  - USFS does deliver interpretive programming primarily at Mono Lake. Other programs include ski area based winter interp., campfire programs across the districts in partnership with the NPS (DEPO & YOS), and programs added for Red's meadow for this summer.
- Operating (daily tasks key to your organization's ability to function)
  - USFS conducts Human Resource, Staffing, Procurement and Property Management, Property maintenance, IT etc. to keep the organization functioning.
- Fundraising/Resource Development
  - USFS does not engage directly in private sector fund-raising
  - Between internal and external grants the Mammoth- Mono district leveraged appropriated dollars to grant dollar at a ratio of 1:1 or higher.
- Advocacy
  - USFS advocates for projects and actions that meet agency objectives and mission for lands under NFS jurisdiction.
- Project Management
  - USFS manages all stages of numerous projects ranging from planning projects to complex project implementation and facility

# 2/3

## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

operations. Major FY10 recreation projects in addition to those listed above under stewardship include:

- Maintenance on approximately 180 miles of road
- Lake Mary Road Bike Path – w/ TOML Public Works
- Mammoth Signage and Wayfinding - w/TOML Public Works
- Mono Basin VC parking lot repave
- Mono Basin VC heavy maintenance
- Silver Lake CG shower and RV site installation
- June Lake Campground restrooms & paving overlay
- Convict Campground paving overlay
- Programmed capital maintenance at all 42 Campgrounds (picnic table replacement, kiosks – sign post replacement, fire ring installation, site delineation, installation of additional ADA sites, etc.)
- Travel Management Signage and Wayfinding
- New wilderness implementation signage and wayfinding
- Coordination/Collaboration
  - USFS coordinates and collaborates on a variety of projects and planning efforts with other agencies and private non-profits.
    - Monthly meetings with TOML and Mono County at minimum – they generally occur on a much more frequent basis at all levels within all partner agencies.
    - Almost daily interaction with non-profit partners via email, phone or other.
    - FY10 major recreation/ recreation-related collaborative efforts include:
      - DEPO General Management Plan
      - YOS Tuolumne Meadows/ Tuolumne Wild and Scenic River Plan
      - ESTA-Reds Operation and Bus Acquisition
      - Mono and Mammoth VC operations (ESIA, DEPO, YOS, TOML)
      - Lakes Basin Planning
      - Sherwin Are Recreation Planning/Implementation
      - Lake Mary Bike Path
      - Mammoth Signage and Wayfinding
      - Scenic Loop Road Reconstruction
      - OHV Restoration
      - Travel Management Implementation
      - Etc.

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## **Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities**

Collaborative efforts involving federal funds are subject to the rules noted above in “Legal/ fiduciary” and also must comply with Federal Advisory Committee Act requirements.

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## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

### Mammoth Lakes Recreation Inventory MLTPA/FOI Team – 2/2/10

Role/ Category	Existing Role	<sup>1</sup> Special Designation	Notes
Legal/ Fiduciary			
Fiscal	Ensure Operational Financial Stability Develop stable funding sources Maintain a balanced annual budget		Entrepreneurial skill set required
	Deliver available resources efficiently “to the ground”.		
	Accountability for funds raised.		
Product	Interpretive maps, brochures, etc.		
	Web postings		Single source for public information from multiple sources
	Photos, videos		Maintenance of photo library
	Technical mapping/ project maps		Creation of maps as a tool for advocacy
	Technical reports		
	Meeting reports/ summaries		
	New Ideas/Fresh Thinking		
	Project documentation		
Recreation Based Events	Guided hikes/tours – summer & winter		
Entertainment Based Events	Film Festival		

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## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

Planning	Champion Physical Trails Development Participate in the planning of a four-season trails and public access system		
	Engaged “2 <sup>nd</sup> opinion”		Engaged partner to challenge internal agency processes
	Interagency planning processes		
Capital Facilities			
Marketing/ Communications	Advocate for Trails and Public Access Promote recreation activities and programming		
	Foster Stewardship and Community Participation Provide education and outreach		
	Web hosting		Targeted/specific resources
	E-mail blasts		Targeted/specific messaging
	Social network sites		
	Person to person		Get agencies face to face with public
	Press releases		
	Print media ads		
	Videos & photos (posters)		
	Handouts/ brochures		
Data Collection/ Research	Champion Physical Trails Development Develop and		Data development for analytic purposes to benefit project development – not simply



# 2/3

## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

	maintain data resources to support planning and implementation		collection
	On the ground inventories		
	Visitor/ user surveys		
	GPS/GIS		Identification of data collection as strategic tool
	Photo/image documentation		
	Master Plan, EIR/EIS, other planning and regulatory document archive		
	Informational document archive		
Stewardship/Volunteerism	<p>Foster Stewardship and Community Participation</p> <p>Develop and sustain resources for trails and public access user groups</p> <p>Foster stewardship to sustain the trail system</p>		<p>Development of volunteer capacity – identification and development of volunteer resources</p> <p>Sustained forum for engaged user groups</p> <p>Facilitation of engaged/active user groups and agencies</p>
	Trails, day use areas, trailheads		
	Resource monitoring		
	Agency/volunteer coordination		
	Assessing needs		Ongoing and entrepreneurial needs assessments
	Capacity		

# 2/3

## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

	maintenance (staff & tools)		
Programming	Interpretive tours/ activities		
	Educational events – kids and adults		
Operating	<p>Ensure Organizational Stability</p> <p>Expand and refine organizational resources</p> <p>Expand and develop organizational capacity</p> <p>Develop a Board of Directors that balances Wisdom, Wealth, and Work</p>		<p>By necessity: innovative and entrepreneurial management and operational systems</p> <p>Ongoing incorporation of opportunities for efficiency through technological innovations</p>
	Office operations – rent, phones, etc.		
	Human resources		
	Strategic planning		
Fund Raising/ Resource Dev	<p>Foster Stewardship and Community Participation</p> <p>Provide support to the development community and associated trades to enable them to contribute to the development and success of the trails and public access system</p>		
	<p>Ensure Operational Financial Stability</p> <p>Increase fundraising efforts</p>		

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## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

	Grants		Monitoring of agency grant opportunities and effective deployment of awarded grants
	Donations		
	Business partnerships		
	Memberships		
	Gov financing – bond/tax measure promotion		
Advocacy	Advocate for Trails and Public Access Participate in public policy formation Promote recreation activities and programming Advocate at the local, state, and federal levels		Effectiveness of advocacy efforts a specific component of organizational effectiveness
	Watchdog		
	Value Creation Development and Extraction of Value for Public Benefit		Ongoing identification of “value” to the public on case by case and project by project basis.
	Constituency development and support		Maintenance of and ongoing and regular efforts
Project Management	Champion Physical Trails Development Fund projects		
	Contracts		Contractual Services (i.e. MLTPA Measure R contract)
	Programs		
	Convening, facilitating, commenting		
	Project managing		
	Consultant		

# 2/3

## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

	management		
	Maintenance – trails, trailheads, campgrounds, picnic areas		
	Construction (e.g., Convict disabled fishing deck)		
Coordination	User groups (e.g., Mammoth Trails)		
	Multi-party planning (e.g., SHARP)		
	Promoting public engagement		
	Value creation through opportunity identification		
Collaboration	Champion Physical Trails Development Partner in the implementation and maintenance of trails and public access projects		
	Ensure Organizational Stability Partner with agencies, businesses, and nonprofits to maximize resources and integrate jurisdictions		
	Multi-agency planning efforts		Maintained capacity to take on complex collaborative planning efforts
	NGO partnerships		
	Stewardship projects		

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## Mammoth Lakes Recreation Group/Slotting Exercise - Potential Tasks and Capacities

<sup>1</sup>Special Designations within each category

\* Core/technical competency required (example: only a licensed engineer can perform the task)

\*\* Outside bids required

\*\*\* Special caveat

\*\*\*\* Authority unable to be relinquished

**Mammoth Lakes Recreation  
Grouping/Slotting Exercise for USFS  
USFS – NON TRANSFERABLE AUTHORITIES**

- Special-Use Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to resorts, organizational camps, outfitter and guide operations, recreation events, non-commercial group use events, filming, etc.
- Lands Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to TOML trails, parks, and also to road use/construction permits, facilities such as the Welcome Center, MCWD facilities, etc.
- Insurance: Required of special use permit holder/ lands permit holders. USFS is indemnified and named as co-insured. USFS does not carry liability or other insurance; we're the Federal Government!
- Environmental review: Environmental review under NEPA may be contracted or conducted by a third party subject to retention of all authority for project management and decision-making by the USFS. USFS has non-delegable authority for decisions following from environmental analysis that would result in actions on NFS lands, or expenditure of USFS funds.
- Fiscal (grant administration, project and operating budgets)
  - Federal grants are subject to federal funding/contract regulations (i.e. Davis-Bacon) and if contracted must be competitively bid under federal contracting rules and regulations. The same applies to appropriated federal dollars.
  - Any contract using federal funds is subject to federal contracting rules and regulations.
  - The FS can designate a third-party contract inspector but cannot delegate Contracting Officer or COR responsibilities or decision authority.
  - The USFS can share funds under Challenge Cost Share Authorities where both parties benefit (i.e., proposed work attains FS objectives on NFS lands) and the non-federal partner provides at least a 20% (50% preferable) match in funds or non-cash contribution. \*
  - USFS can pass through funds to a third party under other authorities such as the Wyden Amendment subject to the same rules as for a challenge cost share or contract and only where the work conducted meets the specific requirements of the authority (e.g., watershed improvement) and is conducted on behalf of the USFS on NFS lands. \*
- USFS generally would not consider use of challenge cost share or participating agreement authorities where the cost to government of working with a third party exceeded the value provided to the public or where costs are the same or higher than conducting the same work in-house. There has to be a clear public benefit—both a resource and a financial benefit. \*

*\* Not included on master graphic due to space limitations.*

From: "Danna Stroud" <dstroud@visitmammoth.com>  
Subject: Update on Mammoth Lakes Recreation  
Date: March 31, 2010 8:03:28 AM PDT  
To: "Dan Lyster" <dlyster@mono.ca.gov>, <bhunt@mono.ca.gov>, "David Wilbrecht" <dwilbrecht@mono.ca.gov>, <andrewjohnson@fs.fed.us>, "Smith, Jim" <jimsmith@mammoth-mtn.com>, "Bill Sauser" <cbsauser@earthlink.net>, "Bill Taylor" <wttaylor2@verizon.net>, "Greg Norby" <gnorby@mcwd.dst.ca.us>, "Jay Deinken" <jdeinken@hotmail.com>, "Jeff Marsolais" <jmarsolais@fs.fed.us>, "Jo Bacon" <j.bacon22@verizon.net>, "John Armstrong" <jala@gte.net>, "John Wentworth" <johnwentworth@mltpa.org>, "Jon C Regelbrugge" <jregelbrugge@fs.fed.us>, "Mark Wardlaw" <mwardlaw@ci.mammoth-lakes.ca.us>, "Mike Schlafmann" <mschlafmann@fs.fed.us>, "Paul McFarland" <paulmc@friendsoftheinyo.org>, "Raymond Jarvis" <rjarvis@ci.mammoth-lakes.ca.us>, "Robert F. Clark" <rclark@ci.mammoth-lakes.ca.us>, "Ron Malm" <ronmalm@mammothpowersports.com>, "Stuart Brown" <sbrown@visitmammoth.com>, "Tony Colarsardo" <tony@footloosesports.com>, "Wendy Sugimura" <wendy\_sugimura@yahoo.com>, "Knud Svendsen" <ksvendsen@mammoth-mtn.com>, "Sean Turner" <sean@mammothbrewingco.com>, "Shields Richardson" <sr4malls@yahoo.com>, "Teri Stehlik" <teri@seasons4.com>  
Cc: "Terry Gooch Ross" <tross1205@aol.com>, "Kim Stravers" <kimstravers@mltpa.org>

All-

Thank you for your participation in recent discussions/meetings meant to address recreation opportunities in Mammoth Lakes. The insight gathered from you during the last few months of meetings has been helpful in providing direction to the Town's recreation reorganization process.

Based on immediate needs, opportunities and ongoing budget constraints, the Town will be focusing its efforts in two areas:

1. Expanding its existing relationship with MLTPA for the development and management of the Town's component of the Mammoth Lakes Trail System (MALTS)

2. Preparing a budget and program of work for delivery of core recreation services in Mammoth Lakes

The concepts of a region-wide recreation organization such as Mammoth Lakes Recreation (MLR) or the Mammoth Region Recreation Council (MRRC) or a recreation district have been tabled at this time.

We appreciate the time and energy you provided during discussions about recreation in Mammoth Lakes. And while next steps in this process may be a bit more limited than the concepts explored during MRRC/MLR meetings, your participation helped elevate recreation issues to new levels in Mammoth.

Thank you again for your time. If you have any questions or comments, please let us know.

Danna Stroud  
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**Mammoth Lakes Recreation 1.0 Document Inventory**  
**Townie Effort**  
**Compiled by MLTPA on July 2, 2013**

**1. Townie Effort**

*a. Townie Documents*

- i. **TOML Recreation Strategic Plan - 09/11/18**
  1. *TOML Rec Strategic Plan Final Draft\_091118*
- ii. **TOML Recreation Strategic Plan - 09/12/18**
  1. *TOML Rec Strategic Plan Final Draft\_091218*
- iii. **TOML Recreation Plan - Adopted - 10/01/20**
  1. *TOMLRecPlan\_TC\_ADOPTED\_1-20-2010*
- iv. **TOML Recreation Plan - Agenda Bill for Adoption - 10/01/20**
  1. *TOML\_TC\_Agenda\_Bill\_File\_100\_20\_100120*
- v. **Townie Core Services Sorted - 10/03/02**
  1. *Townies Core Svcs Sorted 3.2.10DFS*



# Town of Mammoth Lakes Recreation Plan

**We recognize recreation is critical to our year-round economic health and our quality of life.**

Defining recreation is vital as the new Destination Marketing Organization (DMO) prepares to take responsibility for the community's tourism industry functions. The strategies and goals in this Recreation Plan will serve as a guide for a new recreation entity to emerge from this evolution, keeping in mind the possibility of a regional organization.

To retain context and perspective, non-recreation programs and activities that were previously part of the integrated Tourism and Recreation Department are listed in Attachment A at the end of this document.

**Development Team:**

Jo Bacon, Council Member

Tony Colasardo, Tourism and Recreation Vice Chair

Bill Sauser, Tourism and Recreation Chair

Teri Stehlik, Tourism and Recreation Vice Chair

Danna Stroud, Tourism and Recreation Department Director

Wendy Sugimura, Council Member

## **VISION – To Be Determined**

Proposed: To be recognized as the Eastern Sierra's center of recreational activity and programming.

## **MISSION – To Be Determined**

### **STRATEGIES**

1. **Provide Diverse Recreation Programming:** Offer a variety of recreation activities that serve both residents and visitors of all ages.
2. **Engage in Recreation Planning:** Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.
3. **Foster Communication and Participation:** Promote recreation activities and collaborate with user groups and public/private partners.
4. **Coordinate Facility Maintenance:** Ensure facilities are appropriately maintained for programming needs through cooperation and communication.
5. **Ensure Responsible Recreation Management:** Manage recreation projects to deliver results and ensure accountability.

## Strategy 1: Provide Diverse Recreation Programming

**Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.**

### **GOALS:**

1. Provide indoor and outdoor recreation programs.
2. Provide holiday events.
3. Facilitate, support and/or collaborate on other recreation-related events.

#### Goal 1 – Provide indoor and outdoor recreation programs.

##### Programs:

- Provide recreation programs and activities:
  - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
  - Youth summer camps, such as wilderness camps, skate camps, etc;
  - Recreation Guide classes and lessons for all seasons;
  - Softball league and tournament;
  - Youth theater;
  - Indoor soccer through collaboration;
  - Arts and crafts;
  - Ice rink operations and programs; and
  - Develop interpretive programs, possibly through collaboration.
- Develop new recreation programming.
- Provide registration and other administrative capacity for programs and activities.

#### Goal 2 – Provide holiday events.

##### Programs:

- Provide holiday programs such as Easter, Halloween, winter, Christmas tree lighting, July 4<sup>th</sup> weekend, etc.

#### Goal 3 – Facilitate, support and/or collaborate on other recreation-related events.

##### Programs:

- Process special event permits.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down, road closures, etc.).
- Assist with event equipment, such as barricades, cones, etc.

## Strategy 2: Engage in Recreation Planning

**Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.**

### GOALS:

1. Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
2. Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Goal 1 - Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.

#### Programs:

- Adopt the Parks and Recreation Master Plan.
- Adopt the Trails System Master Plan.
- Integrate future facility needs identified in plans into the Capital Facilities Plan and determine funding sources.
- Incorporate research and development of emerging recreation trends.

Goal 2 – Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

#### Programs:

- Develop an integrated signage and wayfinding program.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
  - ❑ Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
  - ❑ Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
  - ❑ Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.

## Strategy 3: Foster Communication and Participation

**Purpose: Promote recreation activities and collaborate with user groups and public/private partners.**

### Goals:

1. Disseminate information about recreation opportunities.
2. Engage with recreation stakeholders and interested parties to increase collaboration and participation.
3. Engage the tourism industry in pursuit of economic sustainability.

### Goal 1 – Disseminate information about recreation opportunities.

#### Programs:

- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to communicate programs, activities and other recreation opportunities.
- Enhance public relations and outreach efforts.

### Goal 2 – Engage with recreation stakeholders and interested parties to increase collaboration and participation.

#### Programs:

- Liaison with recreation user groups.
- Develop partnerships with public and private entities.

### Goal 3 – Engage the tourism industry in pursuit of economic sustainability.

#### Programs:

- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
  - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.

## Strategy 4: Coordinate Facility Maintenance

**Purpose: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.**

### Goals:

1. Ensure effective internal communication with Public Works to maintain facilities.
2. Ensure effective external communication and cooperation with community groups and other agencies.

### Goal 1 – Ensure effective internal communication with Public Works to maintain facilities.

#### Programs:

- Remove snow for safety, circulation and facility use according to the approved priority list.
- Maintain the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintain Town parks and communicate specific maintenance needs for programs and activities.
- Maintain Town trail system infrastructure.

### Goal 2 – Ensure effective external communication and cooperation with community groups and other agencies.

#### Programs:

- Maintain Whitmore Park and Pool in cooperation Mono County.
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
- Comply with USFS requirements on special use permits.
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

## Strategy 5: Ensure Responsible Recreation Management

**Purpose: Manage recreation projects to deliver results and ensure accountability.**

### Goals:

1. Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
2. Align recreation opportunities with strategic business partners to enhance and develop economic viability.
3. Develop a strong organization and fiscal stability

### Goal 1 – Implement approved plans and processes to ensure project delivery on scope, on time and on budget.

#### Programs:

- Implement Town-wide plans with the appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development.
  - Parks & Recreation Master Plan, and
  - Trails System Master Plan.
- Collaborate with the CDD and tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS).
- Implement the Measure R award process.
  - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
  - Cultivating grantee relationships,
  - Auditing project financials,
  - Providing program oversight, and
  - Requiring timely reporting.

### Goal 2 – Align recreation opportunities with strategic business partners to enhance and develop economic viability.

#### Programs:

- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

### Goal 3 – Develop a strong organization and fiscal stability

#### Programs:

- Develop adequate staffing and resources to deliver defined programs and projects

# Town of Mammoth Lakes Recreation Plan

## VISION

**Recreation is critical to our year-round economic health and our quality of life.**

## MISSION

For Mammoth Lakes to be recognized as the Eastern Sierra's center of recreational activity and programming.

## STRATEGIES

1. **Provide Diverse Recreation Programming:** Offer a variety of recreation activities that serve both residents and visitors of all ages.
2. **Engage in Recreation Planning:** Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.
3. **Foster Communication and Participation:** Promote recreation activities and collaborate with user groups and public/private partners.
4. **Coordinate Facility Maintenance:** Ensure facilities are appropriately maintained for programming needs through cooperation and communication.
5. **Ensure Responsible Recreation Management:** Manage recreation projects to deliver results and ensure accountability.

The strategies and goals in this Recreation Plan will serve as a guide for a new recreation entity to emerge from this evolution, keeping in mind the possibility of a regional organization.

### **Development Team:**

Jo Bacon, Council Member  
Tony Colasardo, Tourism and Recreation Vice Chair  
Bill Sauser, Tourism and Recreation Chair  
Teri Stehlik, Tourism and Recreation Vice Chair  
Danna Stroud, Tourism and Recreation Department Director  
Wendy Sugimura, Council Member



DRAFT

## Strategy 1: Provide Diverse Recreation Programming

**Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.**

### GOALS:

1. Provide indoor and outdoor recreation programs.
2. Provide holiday events.
3. Facilitate, support and/or collaborate on other activities/events.

#### Goal 1 – Provide indoor and outdoor recreation programs.

##### Programs:

- Provide recreation programs and activities:
  - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
  - Youth summer camps, such as wilderness camps, skate camps, etc;
  - Recreation Guide classes and lessons for all seasons;
  - Softball league and tournament;
  - Youth theater;
  - Indoor soccer through collaboration;
  - Arts and crafts; and
  - Ice rink operations and programs;
- Develop interpretive program through collaboration.
- Develop new recreation programming.
- Provide registration and other administrative capacity for programs and activities.

#### Goal 2 – Provide holiday events.

##### Programs:

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4<sup>th</sup> weekend.

#### Goal 3 – Facilitate, support and/or collaborate on other activities/events.

##### Programs:

- Process special event permits.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down, and road closures.).
- Assist with event equipment, such as barricades, cones, etc.

## Strategy 2: Engage in Recreation Planning

**Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.**

### GOALS:

1. Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
2. Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Goal 1 - Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.

#### Programs:

- Ensure adoption of the Parks and Recreation Master Plan.
- Ensure adoption of the Trails System Master Plan.
- Integrate future facility needs identified in plans into the Capital Facilities Plan and determine funding sources.
- Incorporate research and development of emerging recreation trends.

Goal 2 – Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

#### Programs:

- Develop an integrated signage, wayfinding, and interpretive program.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
  - ❑ Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
  - ❑ Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
  - ❑ Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.

## Strategy 3: Foster Communication and Participation

**Purpose: Promote recreation activities and collaborate with user groups and public/private partners.**

### Goals:

1. Disseminate information about recreation opportunities.
2. Engage with recreation stakeholders and interested parties to increase collaboration and participation.
3. Engage the tourism industry in pursuit of economic sustainability.

#### Goal 1 – Disseminate information about recreation opportunities.

##### Programs:

- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote programs, activities, events and other recreation opportunities.
- Enhance public relations and outreach efforts.

#### Goal 2 – Engage with recreation stakeholders and interested parties to increase collaboration and participation.

##### Programs:

- Liaison with recreation user groups.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

#### Goal 3 – Engage the tourism industry in pursuit of economic sustainability.

##### Programs:

- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
  - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.

## Strategy 4: Coordinate Facility Maintenance

**Purpose: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.**

**Goals:**

1. Ensure effective internal communication with Public Works to maintain facilities.
2. Ensure effective external communication and cooperation with community groups and other agencies.

Goal 1 – Ensure effective internal communication with Public Works to maintain facilities.

Programs:

- Remove snow for safety, circulation and facility use according to the approved priority list.
- Maintain the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintain Town parks and communicate specific maintenance needs for programs and activities.
- Maintain Town trail system infrastructure year-round.

Goal 2 – Ensure effective external communication and cooperation with community groups and other agencies.

Programs:

- Maintain Whitmore Park and Pool in cooperation Mono County.
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
- Comply with USFS requirements on special use permits.
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

## Strategy 5: Ensure Responsible Recreation Management

**Purpose: Manage recreation projects to deliver results and ensure accountability.**

### Goals:

1. Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
2. Align recreation opportunities with strategic business partners to enhance and develop economic viability.
3. Develop a strong organization and fiscal stability

### Goal 1 – Implement approved plans and processes to ensure project delivery on scope, on time and on budget.

#### Programs:

- Implement Town-wide plans with the appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development, including
  - Parks & Recreation Master Plan
  - Trails System Master Plan.
- Collaborate with the CDD and tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS).
- Implement the Measure R award process.
  - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
  - Cultivating grantee relationships,
  - Auditing project financials,
  - Providing program oversight, and
  - Requiring timely reporting.

### Goal 2 – Align recreation opportunities with strategic business partners to enhance and develop economic viability.

#### Programs:

- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

### Goal 3 – Develop a strong organization and fiscal stability

#### Programs:

- Develop adequate staffing and resources to deliver defined programs and projects

# Town of Mammoth Lakes Recreation Plan

## VISION

Recreation is critical to our year-round economic health  
and our quality of life.

## MISSION

To deliver seamless recreation in the Eastern High Sierra where collaboration ensures  
quality life experiences for generations.

**Adventure Thrives Herel**

## STRATEGIES

1. **Provide Diverse Recreation Programming**: Offer a variety of recreation activities that serve both residents and visitors of all ages.
2. **Engage in Recreation Planning**: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.
3. **Foster Communication and Participation**: Promote recreation activities and collaborate with user groups and public/private partners.
4. **Coordinate Facility Maintenance**: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.
5. **Ensure Responsible Recreation Management**: Manage recreation projects to deliver results and ensure accountability.

The strategies and goals in this Recreation Plan will serve as a guide for a new recreation entity to emerge from this evolution, keeping in mind the possibility of a regional organization.

### **Development Team:**

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Danna Stroud, Tourism and Recreation Department Director  
Wendy Sugimura, Council Member

## Strategy 1: Provide Diverse Recreation Programming

**Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.**

### **GOALS:**

1. Provide indoor and outdoor recreation programs.
2. Provide holiday events.
3. Facilitate, support and/or collaborate on other activities/events.

#### Goal 1 – Provide indoor and outdoor recreation programs.

##### Programs:

- Provide recreation programs and activities:
  - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
  - Youth summer camps, such as wilderness camps, skate camps, etc;
  - Recreation Guide classes and lessons for all seasons;
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  - Ice rink operations and programs;
- Develop interpretive programs through collaboration.
- Develop new recreation programming.
- Provide registration and other administrative capacity for programs and activities.

#### Goal 2 – Provide holiday events.

##### Programs:

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4<sup>th</sup> weekend.

#### Goal 3 – Facilitate, support and/or collaborate on other activities/events.

##### Programs:

- Process special event permits.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down, and road closures.).
- Assist with event equipment, such as barricades, cones, etc.



## Strategy 2: Engage in Recreation Planning

**Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.**

### GOALS:

1. Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
2. Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

#### Goal 1 - Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.

##### Programs:

- Ensure adoption of the Parks and Recreation Master Plan.
- Ensure adoption of the Trails System Master Plan.
- Integrate future facility needs identified in plans into the Capital Facilities Plan and determine funding sources.
- Incorporate research and development of emerging recreation trends.

#### Goal 2 – Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

##### Programs:

- Develop an integrated signage, wayfinding, and interpretive program.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
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- Develop regional project plans in collaboration with agency and non-profit partners.

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**Purpose: Promote recreation activities and collaborate with user groups and public/private partners.**

### Goals:

1. Disseminate information about recreation opportunities.
2. Engage with recreation stakeholders and interested parties to increase collaboration and participation.
3. Engage the tourism industry in pursuit of economic sustainability.
4. Align recreation opportunities with strategic business partners to enhance and develop economic viability.

#### Goal 1 – Disseminate information about recreation opportunities.

##### Programs:

- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote programs, activities, events and other recreation opportunities.
- Enhance public relations and outreach efforts.

#### Goal 2 – Engage with recreation stakeholders and interested parties to increase collaboration and participation.

##### Programs:

- Liaison with recreation user groups.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

#### Goal 3 – Engage the tourism industry in pursuit of economic sustainability.

##### Programs:

- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
  - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.

#### Goal 4 – Align recreation opportunities with strategic business partners to enhance and develop economic viability.

##### Programs:

- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

## Strategy 4: Coordinate Facility Maintenance

**Purpose: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.**

**Goals:**

1. Ensure effective internal communication with Public Works to maintain facilities.
2. Ensure effective external communication and cooperation with community groups and other agencies.

Goal 1 – Ensure effective internal communication with Public Works to maintain facilities.

Programs:

- Remove snow for safety, circulation and facility use according to the approved priority list.
- Maintain the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintain Town parks and communicate specific maintenance needs for programs and activities.
- Maintain Town trail system infrastructure year-round.

Goal 2 – Ensure effective external communication and cooperation with community groups and other agencies.

Programs:

- Maintain Whitmore Park and Pool in cooperation Mono County.
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
- Comply with USFS requirements on special use permits.
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

## Strategy 5: Ensure Responsible Recreation Management

**Purpose: Manage recreation projects to deliver results and ensure accountability.**

### Goals:

1. Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
2. Develop a strong organization and fiscal stability

### Goal 1 – Implement approved plans and processes to ensure project delivery on scope, on time and on budget.

#### Programs:

- Implement Town-wide plans with the appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development, including
  - Parks & Recreation Master Plan
  - Trails System Master Plan.
- Collaborate with the CDD and tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS).
- Implement the Measure R award process.
  - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
  - Cultivating grantee relationships,
  - Auditing project financials,
  - Providing program oversight, and
  - Requiring timely reporting.

### Goal 2 – Develop a strong organization and fiscal stability

#### Programs:

- Develop adequate staffing and resources to deliver defined programs and projects

## **AGENDA BILL**

Subject: Tourism and Recreation Reorganization

Initiated by: Robert Clark, Town Manager



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### **BACKGROUND:**

The purpose of this agenda bill is to update the Town Council on the status of the restructuring of the Tourism and Recreation functions and to recommend next steps. In the past several months there have been two major efforts underway:

- A DMO Transition Board has been working with staff and a consultant to create a new non-governmental marketing organization which is modeled after those in place in most of our peer resorts. They are planning to make a presentation on their strategic plan to a joint meeting of the Town Council and Tourism and Recreation Commission in the next couple of months.
- The Mammoth Region Recreation Council (MRRC), a group of stakeholders including councilmembers Bacon and Sugimura, has developed a recreation plan and made recommendations about how to structure the recreation functions. Their report is attached to this agenda bill.

These two efforts have proceeded independently of each other and have addressed a portion of what is currently done by the Tourism and Recreation Department. The next step should be to build on these efforts and look at the entire scope of activity within the Tourism and Recreation Department and its interactions with other departments.

This report recommends that the Town Council direct the Town Manager to work with representatives of the two groups to develop options and address the issues described below. These will be brought back to the Town Council at a subsequent meeting. Councilmember Sugimura has volunteered to facilitate this discussion.

### **ANALYSIS/DISCUSSION:**

Some of the key issues that need to be considered by the Town Council in making decisions on the reorganization are described below:

### Timing and Phasing

The reorganization effort should not be considered a one time action. In order to smoothly move from the current model to a better model, the reorganization program should be phased. Some changes will be recommended for implementation in FY 2010-11. If these are successful, further steps will be proposed in subsequent years. The reorganization plan will need to identify the long term goal as well as the initial steps.

Although some jobs are likely to be eliminated in the initial phases, other jobs may be transitioned later, and some may stay permanently with the Town. There is a need to provide greater certainty to all impacted employees as soon as possible. Decisions about employment should not be made as last minute budget actions, if at all possible.

There are ten Town employees funded all or in part by Measure "A" marketing funds. They work in specialized areas and do an excellent job. Establishing a well thought out and well organized transition to the DMO which does not disrupt ongoing activities is important. For example, the sales and marketing staff is currently developing the marketing plan for summer 2010, which will be reviewed by the DMO Board, and will make commitments that the DMO will need to honor to implement.

### Expanded Role for MLTPA

The MRRC has recommended an expanded role for MLTPA (and suggested that it be renamed Mammoth Lakes Recreation.) MLTPA has demonstrated its ability to secure funding and to develop consensus for planning efforts. Staff supports the recommendations of MRRC related to this expanded role. In addition, there is a need to better integrate the efforts of MLTPA with the other departments of the Town, including Public Works, Community Development and the Recreation functions that remain with the Town. MLTPA has been included on the recently formed Mobility Working Group for that reason. There will be an ongoing need for MLTPA, Public Works, Community Development, Recreation and other Town departments to work in a coordinated manner, if the Town Council approves this recommendation.

The MMRC recognizes that more work is needed to address potential staffing and funding. The committee recommends that the new Mammoth Lakes Recreation organization be funded by memberships, grants, sponsors and Measure R. Further discussions are needed to sort out the staffing and funding transition.

### Town Parks and Recreation Expenditures

In 2004, the Town merged the Parks and Recreation Department and Tourism Department into one department with one department head. This was done in order to exploit synergies that benefit both operations. There is a misunderstanding about how this impacted the amount of general fund money provided to Parks and Recreation. The money that was saved by reducing the amount of upper management was invested in greater programming. In fact the amount of Town funds spent on parks and recreation operations has increased from \$821,000 the year before the merger, to \$1.4 million in the current budget. The MRRC is recommending that these activities continue to be performed by the Town.

### Initial DMO Scope of Work

The goals outlined for the DMO when the transition board was established in April of 2009 were:

- To increase participation by Mammoth Lakes businesses in the community marketing plans: Business participation under the current governmental structure is limited, whereas the non-governmental structure found in our peer resorts engenders greater direct participation.
- To leverage Measure "A" marketing funds: While most resort communities contribute tax funding to the local marketing organizations, those organizations bring other funds to the table to leverage those dollars. Mammoth has limited its marketing by its sole dependence on tax dollars.
- To establish an entrepreneurial model: It was felt that non-governmental organization will have fewer restrictions and will be more nimble in responding to changing needs.

There is no guarantee that this model will succeed. Therefore, staff has proposed that the DMO and Town enter into a contract under which the Town provides funding and the DMO agrees to perform certain functions (primarily external marketing). The DMO will need to demonstrate success in performing these duties, building membership, and expanding financial resources. These criteria will then be considered as contracts

are developed for future years, which could include expansion to other functions.

### Need for a Special Events Strategy

One of the best opportunities the community has to increase occupancy is through special events. This function has not been included in either the DMO or the MRRC recommendations. It is understood that this may not be the sole responsibility of the Town or any other entity. However, while the DMO is building its membership and leveraging its capacity for external marketing, efforts to continue the Welcome Center and special events/local programming must continue. The Town could take a leadership role in pulling together all the parties involved in events and developing a special events strategy to increase the number and size of events, package and market the special events promotions, and coordinate the various events are scheduled.

With that in mind, staff recommends that the Town form a "Resort Programming Division" which encompasses special events, visitor services, and core recreation programs. This division would be headed by a Resort Programming Manager or Director that reports directly to the Town Manager. Its primary mission would be to facilitate occupancy driving special events and activities and to promote an exceptional visitor experience. In doing this they will collaborate with many other groups and organizations within the community.

### Funding Limitations

There is universal agreement that it would be highly desirable to increase the funding for both tourism and recreation. The internet survey of peer resorts conducted as part of the Restructuring Report showed that other resorts have much higher levels of recreation staffing than the Town of Mammoth Lakes. Recreational facilities and activities are one of the factors that drive occupancy, and cause visitors to make return trips. In addition, the company that is tracking occupancy for the Town, MTRiP, pointed out that peer resorts in the occupancy comparison they prepared for the Restructuring Report have secured much larger marketing budgets than the Town has secured.

Given the current financial situation, it is very unlikely that the amount of general fund money allocated to recreation will be able to be increased in FY 2010-11. It is also unlikely that TOT will increase significantly in the next fiscal year resulting in greater Measure "A" funds. Therefore, a strategic distribution of funds must be made so that current programs and services are not lost. There should be no expectation that activities



that have been funded with Measure “A” marketing funds in recent years can now be taken over by the General Fund at this time. How they are continued in the short term must be discussed in greater detail as the transition is developed. In the long run, however, as revenues increase, there will be greater flexibility.

One of the main goals of restructuring is to leverage Town tax dollars with other sources of funding:

- Destination marketing organizations in the peer resorts generally receive support from the municipalities, but also generate their own revenues through memberships, joint advertising campaigns, business assessment districts, advertising income, and other sources.
- MLTPA has already demonstrated its ability to acquire grants and donations to add to the local funds available for recreation and trails planning and facilities.

### **OPTIONS ANALYSIS**

In order to provide clear direction for the reorganization and to address the full scope of functions currently managed by the Tourism and Recreation Department and its integration with other Town Departments:

- Option 1: Direct the Town Manager to work with representatives of the MRRC and DMO Transition Board to reconcile their individual recommendations and develop a plan for reorganization of the Tourism and Recreation Department as a whole.
- Option 2: Establish some other mechanism for developing a reorganization plan.
- Option 3: Defer action until the budget process or some other later date.

Option 1 is recommended because both groups have made significant progress within their individual areas of activity, and there is a need to provide more certainty at this time to ensure a smooth transition.

### **VISION CONSIDERATIONS:**

External marketing and providing an exceptional resort experience are both required in order to be a successful year round resort.

### **STAFFING CONSIDERATIONS:**

A reorganization plan is needed in order to assure the best use of Town staff and to transition their duties in an orderly manner.

**FINANCIAL CONSIDERATIONS:**

None

**ENVIRONMENTAL CONSIDERATIONS:**

None

**LEGAL CONSIDERATIONS:**

None

**RECOMMENDATION:**

Therefore, it is recommended that the Town Council approve: Option 1:

Direct the Town Manager to work with representatives of the MRRC and DMO Transition Board to reconcile their individual recommendations and develop a plan for reorganization of the Tourism and Recreation Department as a whole.

APPROVED ON: 1/20/10 BY  
MAMMOTH LAKES TOWN COUNCIL  
option 1  
Jamie Gray  
TOWN CLERK

## Tourism and Recreation Reorganization

<b>Tourism and Recreation</b> Tourism and Recreation Commission			
Measure "A" TOT and Business License Tax			General Fund
<b>Resort Marketing</b> Destination Marketing Organization Contract		<b>Resort Programming</b> Town of Mammoth Lakes Direct Services	
Advertising	Air Subsidy	Welcome Center	Recreation Programs
Website	Research & Measurement	Special Events	
Sales		Local Program Funding	
Public Relations			Channel 51

## Attachment A

Recreation, Trails and Parks Expenditures						
	Budget					
	FY 09-10	FY 08-09	FY 07-08	FY 06-07	FY 05-06	FY 04-05
Parks Planning	35,509.00	0.00	0.00	0.00	0.00	0.00
Promenade Maintenance	110,670.00	98,823.22	83,349.31	64,106.38	62,173.21	52,971.15
Parks Maintenance	583,154.00	494,016.90	624,232.89	682,573.42	459,327.96	334,975.25
Whitmore	207,513.00	208,711.79	210,341.68	207,916.94	190,288.61	184,968.75
Ice Rink	229,208.00	262,302.71	224,904.77	1,407.65	4,646.74	25,501.90
Recreation Programs	213,734.00	152,169.76	173,770.19	204,354.54	211,898.52	208,776.11
Trails Maintenance	48,089.00	14,319.50	25,983.36	27,027.16	17,540.15	13,391.53
<b>Total Parks, Recreation &amp; Trails Operations Cost</b>	<b>1,427,877.00</b>	<b>1,230,343.88</b>	<b>1,342,582.20</b>	<b>1,187,386.09</b>	<b>945,875.19</b>	<b>820,584.69</b>

To: Town Council

From: Mammoth Region Recreation Council

Subject: Approval of Recreation Plan and Proposed Recreation Organization Structure

Prepared by: Danna Stroud, Tourism and Recreation Director

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**BACKGROUND:**

As part of the Town's review of its FY 2009-10 budget constraints, a direction came from the Town Council to restructure its Tourism and Recreation Department. This recommendation materialized because of the process begun in early 2009 to transition the tourism and marketing responsibilities out of being a government responsibility into a non-governmental destination marketing organization (DMO), now named Mammoth Lakes Tourism. Because of the impending transition, funding gaps were identified in the current budget structure for the remaining parks and recreation division that would be difficult to fill without changing the structure of the Town's existing Tourism and Recreation Department.

Based upon existing conditions at the time the Town Council gave its direction, Town staff felt there would be a unique opportunity to explore the formation of a broader-based recreation organization. A group of stakeholders was convened by staff to begin exploring this concept, called the Mammoth Region Recreation Council (MRRC). Members of the MRRC included representatives from the Town (councilmembers Bacon and Sugimura + T&R commissioners Sauser, Colasardo and Stehlik), MMSA (Jim Smith), Mono County (Supervisor Hunt, CAO Wilbrecht, Economic Manager Lyster), USFS (District Ranger Reggelbrugge, Deputy DR Schlafmann, Rec Officer Peterson), MLTPA (John Wentworth), Friends of the Inyo (Paul McFarland). The MRRC was facilitated by an outside consultant, paid for by MLTPA through an existing grant from the Sierra Nevada Conservancy.

While the MRRC was beginning its process, a Recreation Reorganization Steering Committee, made up of the Town's representatives on the MRRC, began to meet separately in order to address the Town's specific recreation needs. This Recreation Reorganization Steering Committee

presented a “draft” Town of Mammoth Lakes Recreation Plan to the Town Council at its November 18, 2009 meeting.

The MRRC and the Town’s Recreation Reorganization Steering Committee continued to meet throughout the fall and through the end of the year. A final draft recreation plan and organizational proposal was presented to the Tourism and Recreation Commission (TRC) at their January 7, 2009 meeting. The MRRC met for the final time on January 8, 2010 and received the same final draft and organizational proposal. Both groups provided feedback to integrate into the Recreation Plan and organizational proposals now being submitted to the Town Council

### **ANALYSIS/DISCUSSION:**

During the MRRC process and discussion, it became clear there were two areas of interest beginning to materialize: 1) the need of the USFS to build capacity for its management of public lands and; 2) the need of the Town to deliver recreation services through effective engagement with the USFS. The desire to form a regional recreation organization that could address both of these needs simultaneously was mitigated by legal and jurisdictional constraints that could hinder the formation of such an organization.

However, the two areas of interest still needed to be addressed and are being presented as two separate organizational proposals. The first proposal identifies how the USFS might build capacity through the formation of a national forest association, a model consistently used by other national forests throughout the country. For purposes of this agenda bill, the Town Council is being advised that a working group made up of interested stakeholders throughout the region will be convened to explore how an association could be formed for the Inyo National Forest. This will be a separate effort and not directly dependent upon Town Council action at this time.

The second proposal has been developed as The Town of Mammoth Lakes Recreation Plan, and as presented to the Town Council, identifies five key strategies to build the Town’s recreation capacities and services. The strategies are intended to provide diverse programming, engage in recreation planning, foster communication and participation, coordinate facility maintenance and ensure responsible recreation management. The Recreation Plan also identified a list of skill sets needed to help deliver and implement the five strategies. Attachment A is the final draft of the Recreation Plan and includes the list of skill sets.

The Town of Mammoth Lakes Recreation Plan identifies how the Town can build recreation capacity and services through two key efforts: 1) Core Services and; 2) Interface and effective engagement with the public lands surrounding the Town through the formation of Mammoth Lakes Recreation. The Town has struggled with the desire to provide capacity to both segments at a time of dwindling funding streams. This proposal addresses how to deliver both segments.

1) Core Services: The Town has been providing core recreation facilities and services since its incorporation. The Town of Mammoth Lakes Recreation Plan recommends that the Town continue to focus on delivering those same core services – swim lessons, ice rink operations, softball leagues and tournaments and oversight of contractual services for lessons and camps of varying activities. The Recreation Plan identifies the desire to expand those offerings to address changing needs within the community. Existing core services could be expanded as funding levels begin to grow. Currently, the Town has a director with 50% time committed to recreation, one full-time recreation supervisor, one  $\frac{3}{4}$  time recreation supervisor and one  $\frac{7}{8}$  time recreation clerk. The Recreation Plan identifies skill sets needed to grow the core services, but does not specify staffing levels. Funding for delivering these Core Services would come from the General Fund, which is the current funding source. The level of funding and staffing levels would be established through a reconciliation and budget process.

2) Mammoth Lakes Recreation: The Town has struggled with how to interface and effectively engage with the USFS and the surrounding public lands. Through a variety of efforts over the course of time the Town has secured special use permits for parks and trails but as yet hasn't fully integrated access, programming, facilities and stewardship of the public lands that surround the Town into its recreation efforts. The formation of Mammoth Lakes Recreation (MLR) is intended to provide the Town with a focused and strategic organization to represent the Town's interface and engagement efforts with the USFS. An existing model to explore is Mammoth Lakes Housing (MLH). MLH is under contract with the Town to provide strategic direction for the development of affordable housing and to assist the Town with structuring and implementing housing policies. MLR could provide the identified services to the Town relative to recreation services and amenities.

Recognizing that the Town's residents and guests are here to access and recreate on the surrounding public lands, the formation of MLR would allow the Town to have an organization looking out for the best interests



of citizens and visitors alike by providing leadership, capacity and advocacy for the Town's interaction with public land agencies. The Town has an existing contract with a local organization, Mammoth Lakes Trails and Public Access (MLTPA), to provide a few of the interface responsibilities for the Town. This contract is funded by Measure R and does not come from the Town's General Fund. Potentially, MLTPA could be re-formed as Mammoth Lakes Recreation with funding coming from Measure R and other sources such as membership, corporate sponsorship and business development and participating agreements with the USFS.

The Town's two organizational proposals (Core Services and MLR) and the Town of Mammoth Lakes Recreation Plan were presented to both the TRC and MRRC. The TRC voted (5-0) to approve the draft Recreation Plan as presented and, through consensus, to support the two organizational proposals as presented. They also committed to participating in the next steps to define the roles and responsibilities of MLR and the Town's core services if such direction is supported by the Town Council. The MRRC also provided consensus support for the two organizational concepts and a desire by some to also participate in the next steps process for the Town's organization. Attachment B is a flow chart outlining the recreation organizational proposals.

Town Council is being asked to accept and approve the Mammoth Lakes Recreation Plan as presented. It is also being asked to approve the organizational proposals and provide direction to staff to work with identified stakeholders to define the roles and responsibilities of the Town's Core Services and Mammoth Lakes Recreation. As those roles and responsibilities are defined, the reconciliation between staffing needs and budget requirements will occur, in tandem with the reconciliation of Mammoth Lakes Tourism staffing and budget needs. A facilitated process for the formation of Mammoth Lakes Recreation would occur with participation from key stakeholders including TRC, MLTPA, USFS and others.

The defining of roles and responsibilities along with reconciliation among the Town's Core Services, Mammoth Lakes Recreation and Mammoth Lakes Tourism will establish the framework by which portions of the Town's FY 2010-11 budget will be formed. This reconciliation will also identify a strategy for re-building capacity as financial resources grow and priorities are identified. Options for funding recommendations for Core Services, Mammoth Lakes Recreation and Mammoth Lakes Tourism will be formalized and presented through the upcoming budget process.



## **OPTIONS ANALYSIS**

Option 1, Approve and accept the Mammoth Lakes Recreation Plan as presented.

Option 2, Approve and accept the Mammoth Lakes Recreation Plan with Town Council recommended changes.

Option 3, Approve the organizational proposals, Core Services and Mammoth Lakes Recreation, as presented and direct staff to work with key stakeholders to define the roles and responsibilities, staffing and budget options in preparation for the Town's FY 2010-11 budget cycle.

Option 4, Approve the organizational proposals, Core Services and Mammoth Lakes Recreation, with Town Council recommended changes and direct staff to work with key stakeholders to define the roles and responsibilities, staffing and budget options in preparation for the Town's FY 2010-11 budget cycle.

Option 5, Do not approve and accept the Mammoth Lakes Recreation Plan as presented.

Option 6, Do not approve the organizational proposals, Core Services and Mammoth Lakes Recreation, as presented.

## **VISION CONSIDERATIONS:**

The following is the Community Vision stated in the General Plan:  
Surrounded by uniquely spectacular scenery and diverse four-season recreational opportunities, the community of Mammoth Lakes is committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors. To achieve this, Mammoth Lakes places a high value on being a premier, year-round resort community based on diverse outdoor recreation, multi-day events and an ambiance that attracts visitors.

The proposed Recreation Plan outlines five strategies for helping deliver the Town's vision for recreation. The two organizational proposals identify how the Town can begin implementation of the Recreation Plan.

**FINANCIAL CONSIDERATIONS:**

Through a definition of roles and responsibilities and a reconciliation of those roles among the Town’s Core Services, Mammoth Lakes Recreation and Mammoth Lakes Tourism options for funding will be presented as part of the upcoming FY 2010-11 budget cycle.

At this time, there is not a negative impact to the Town’s current FY 2009-10 budget.

**STAFF CONSIDERATIONS:**

The Town’s Tourism and Recreation staff has been providing staffing support for this reorganization effort through its existing workplan. If a facilitated effort is desired, outside funding sources through an existing contract with MLTPA could be secured to cover the cost of facilitation.

**LEGAL CONSIDERATIONS:**

If the formation of Mammoth Lakes Recreation moves forward a review of legal needs will occur by the Town’s Risk Manager and Attorney. The Mammoth Lakes Housing contract could serve as a template, as well as the Town’s existing contract with MLTPA.

**RECOMMENDATION**

Therefore, it is recommended that the Town Council approve:

Option 1, Approve and accept the Mammoth Lakes Recreation Plan as presented.

AND

Option 3, Approve the organizational proposals, Core Services and Mammoth Lakes Recreation, as presented and direct staff to work with key stakeholders to define the roles and responsibilities, staffing and budget options in preparation for the Town’s FY 2010-11 budget cycle.

Attachment A – Town of Mammoth Lakes Recreation Plan and Skill Sets

Attachment B – MRRC Organizational Flowchart

APPROVED ON: 1/20/10 BY  
MAMMOTH LAKES TOWN COUNCIL  
options 1 & 3  
Jamie Gray  
TOWN CLERK

# Town of Mammoth Lakes Recreation Plan

## VISION

**Be the gateway for boundless adventure in the Eastern High Sierra that inspires, challenges and renews.**

## MISSION

**To deliver seamless recreation in the Eastern High Sierra where collaboration ensures quality life experiences for generations.**

**Adventure Thrives Here!**

## STRATEGIES

1. **Provide Diverse Recreation Programming:** Offer a variety of recreation activities that serve both residents and visitors of all ages.
2. **Engage in Recreation Planning:** Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.
3. **Foster Communication and Participation:** Promote recreation activities and collaborate with user groups and public/private partners.
4. **Coordinate Facility Maintenance:** Ensure facilities are appropriately maintained for programming needs through cooperation and communication.
5. **Ensure Responsible Recreation Management:** Manage recreation projects to deliver results and ensure accountability.

### **Development Team:**

Jo Bacon, Council Member  
Tony Colasardo, Tourism and Recreation Vice Chair  
Bill Sauser, Tourism and Recreation Chair  
Teri Stehlik, Tourism and Recreation Vice Chair  
Danna Stroud, Tourism and Recreation Department Director  
Wendy Sugimura, Council Member

# Strategy 1: Provide Diverse Recreation Programming

**Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.**

## **GOALS:**

1. Provide indoor and outdoor recreation programs.
2. Provide holiday events.
3. Facilitate, support and/or collaborate on other activities/events.

### Goal 1 – Provide indoor and outdoor recreation programs.

#### Programs:

- Provide recreation programs and activities:
  - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
  - Youth summer camps, such as wilderness camps, skate camps, etc;
  - Recreation Guide classes and lessons for all seasons;
  - Softball league and tournament;
  - Youth theater;
  - Indoor soccer through collaboration;
  - Arts and crafts; and
  - Ice rink operations and programs.
- Develop interpretive programs through collaboration.
- Develop new recreation programming.
- Provide registration and other administrative capacity for programs and activities.

### Goal 2 – Provide holiday events.

#### Programs:

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4<sup>th</sup> weekend.

### Goal 3 – Facilitate, support and/or collaborate on other activities/events.

#### Programs:

- Process special event permits.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down and road closures.).
- Assist with event equipment, such as barricades, cones, etc.

## Strategy 2: Engage in Recreation Planning

**Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.**

### **GOALS:**

1. Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
2. Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Goal 1 - Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.

#### **Programs:**

- Ensure adoption of the Parks and Recreation Master Plan.
- Ensure adoption of the Trails System Master Plan.
- Integrate future facility needs identified in plans into the Capital Facilities Plan and determine funding sources.
- Incorporate research and development of emerging recreation trends.

Goal 2 – Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

#### **Programs:**

- Develop an integrated signage, wayfinding, and interpretive program.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
  - Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
  - Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
  - Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.

## Strategy 3: Foster Communication and Participation

**Purpose: Promote recreation activities and collaborate with user groups and public/private partners.**

### **Goals:**

1. Disseminate information about recreation opportunities.
2. Engage with recreation stakeholders and interested parties to increase collaboration and participation.
3. Engage the tourism industry in pursuit of economic sustainability.
4. Align recreation opportunities with strategic business partners to enhance and develop economic viability.

### Goal 1 – Disseminate information about recreation opportunities.

#### **Programs:**

- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote programs, activities, events and other recreation opportunities.
- Enhance public relations and outreach efforts.

### Goal 2 – Engage with recreation stakeholders and interested parties to increase collaboration and participation.

#### **Programs:**

- Liaison with recreation user groups.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

### Goal 3 – Engage the tourism industry in pursuit of economic sustainability.

#### **Programs:**

- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
  - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.

### Goal 4 – Align recreation opportunities with strategic business partners to enhance and develop economic viability.

#### **Programs:**

- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

## Strategy 4: Coordinate Facility Maintenance

**Purpose: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.**

**Goals:**

1. Ensure effective internal communication with Public Works to maintain facilities.
2. Ensure effective external communication and cooperation with community groups and other agencies.

**Goal 1 – Ensure effective internal communication with Public Works to maintain facilities.**

**Programs:**

- Remove snow for safety, circulation and facility use according to the approved priority list.
- Maintain the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintain Town parks and communicate specific maintenance needs for programs and activities.
- Maintain Town trail system infrastructure year-round.

**Goal 2 – Ensure effective external communication and cooperation with community groups and other agencies.**

**Programs:**

- Maintain Whitmore Park and Pool in cooperation Mono County.
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
- Comply with USFS requirements on special use permits.
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

## Strategy 5: Ensure Responsible Recreation Management

**Purpose:** Manage recreation projects to deliver results and ensure accountability.

**Goals:**

1. Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
2. Develop a strong organization and fiscal stability.

Goal 1 – Implement approved plans and processes to ensure project delivery on scope, on time and on budget.

**Programs:**

- Implement Town-wide plans with the appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development, including
  - Parks & Recreation Master Plan
  - Trails System Master Plan.
- Collaborate with the CDD and tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS).
- Implement the Measure R award process.
  - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
  - Cultivating grantee relationships,
  - Auditing project financials,
  - Providing program oversight, and
  - Requiring timely reporting.

Goal 2 – Develop a strong organization and fiscal stability

**Programs:**

- Develop adequate staffing and resources to deliver defined programs and projects.



USFS (INF ASSOCIATION) - - - - - \$\$

**MAMMOTH LAKES RECREATION**

**FUNDING**

- MEMBERSHIP/BUSINESS DEVELOPMENT/ USFS
- GRANTS
- SPONSORS
- MEASURE R

**PROJECTS (EXAMPLES INCLUDE)**

- TOML INTERFACE WITH PUBLIC LANDS
- RECREATION PLANNING/ADVOCACY
- USE PERMITS, CAMPGROUNDS, ETC.
- LABSS, SHARP, SHADY REST WG
- MAMMOTH TRAILS

MRRC

TOML

MONO CO - - - - - \$\$ - - - - - REC DISTRICT - - - - - \$\$

**CORE SERVICES**

**FUNDING**

- General Fund

**PROJECTS (EXAMPLES INCLUDE)**

- POOL, PARKS, SERVICES, PROGRAMS (MUNICIPAL RECREATION & PARKS)

CPT

REGIONAL REC PLANNING

Attachment B

## DRAFT Tasks by Skills Set

### Leadership/Management

Develops adequate staffing and resources to deliver defined programs and projects.

Guides integration of future facility funding and resource needs.

Incorporates new recreation programming into the department's operations.

Sets the direction for the department and champions recreation.

Develops Town-wide recreation plans to foster opportunities, protect resources, and increase capacity.

Ensures adequate facilities are planned and are consistent with the goals and policies of the Recreation Plan, Parks and Recreation Master Plan and other pertinent documents.

Provides overall direction and vision for efforts such as:

- An integrated signage, wayfinding, and interpretive program
- Measure R process, including establishing priorities through the TRC
- Holiday programs
- Special event development

Collaborates with:

- Appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development, on Town-wide recreation plans
- CDD and MLT to implement the Destination Resort Community Economic Development Strategy (DRCEDS)
- Agency and non-profit partners to develop local inter-jurisdictional recreation management plans
- Mammoth Lakes Tourism (MLT) to facilitate recreation events and opportunities
- Regional project plans with agency and non-profit partners

Brings forward to adoption and prioritizes Master Plans and other planning documents, such as

- Parks and Recreation Master Plan
- Trails System Master Plan

Negotiates, resolves conflicts, and confers with legal counsel on programs and projects such as:

- USFS and Los Angeles Department of Water and Power leases
- Special event permits

Approves special event permits and other administrative documents.

Develops partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services, including:

- Recognizes, nurtures, and invests in recreation trend-setters and high profile athletes and programs
- Aligns recreation opportunities with strategic business partners to enhance and develop economic viability and manages sponsorship agreements
- Positions Mammoth to act on emerging recreation trends
- Leverages future sponsorships with existing funding sources

### **Admin/Analyst**

Confers with Clerical on special event permits requiring decisions or judgments.

Completes cost analyses for staffing and resources, and monitors departmental budgets.

Identifies costs for new programs and feasibility of delivering such programs.

### **Project Management**

Manages individual projects and resources through hands-on review, setting timelines, and ensuring completion on-time and within budget.

Works with consultants, internal teams, and partners to develop an integrated signage, wayfinding, and interpretive program.

Collaborates with agency and non-profit partners on regional project plans to ensure later implementation considerations are studied.

Manages planning documents from draft to final adoption; ensuring all necessary steps are completed for timely adoption.

Provides administrative oversight of leases, contracts, and permits held by the Town for the use and management of facilities owned by other entities.

Implements Measure including

- Cultivating grantee relationships
- Auditing project financials
- Providing program oversight
- Requiring timely reporting

Facilitates coordination of Town services and procedures for projects such as:

- Special events (e.g. set up / tear down, and road closures)
- Maintaining Whitmore Park and Pool in cooperation Mono County
- Cooperating with community groups providing trails maintenance through the Adopt-A-Trail program.
- Ensuring that the Town complies with USFS requirements on special use permits

## **Operations Management**

Identifies facility and equipment needs for new programming to ensure effective implementation of the new programs.

Sets the calendar, identifies program requirements, and determines costs and timelines for holiday events and other special events.

Manage facilities and equipment to support recreation programs and activities such as:

- Swimming pool operations
- Parks
- Ice rink operations

## **Recreation Planner**

Identifies staffing and resource needs for new programs and projects.

Gathers and manages data, local user group input, and content management for future programs such as an integrated signage, wayfinding, and interpretive program.

Advises agency and non-profit partners on integrating long range regional project plans.

Advises on potential agreements with user groups for both facilities and programs.

Attends, guides, and collaborates with agency and non-profit partners to develop local inter-jurisdictional recreation management plans.

Collaborates with the CDD and MLT to implement the Destination Resort Community Economic Development Strategy (DRCEDS).

Identifies emerging recreation trends through research and development; proposes programs and projects to address emerging recreation trends.

Develops interpretive programs through collaboration with appropriate agencies.

## **Recreation Supervisor**

Creates agreements and ensures delivery of recreation programs with:

- recreation user groups
- outside contractors providing recreation programs such as youth theater; softball tournaments, indoor soccer, or arts and crafts

Implements new recreation programming.

Develops, schedules, oversees, and coordinates recreation programs and activities such as:

- Swimming pool programs
- Youth summer camps
- Recreation Guide classes and lessons for all seasons
- Softball league
- Ice rink programs
- Holiday events

## **Recreation Aide**

Acts as day-to-day liaison with recreation user groups.

Delivers recreation programs and activities such as:

- Swimming pool lessons, lap swim, free swim and swim team
- Youth summer camps, such as wilderness or skate camps
- Recreation Guide classes and lessons for all seasons
- Softball league
- Ice rink programs

## **Clerical**

Greets public at front counter and on telephone, provides general information as needed.

Processes special event permits forms, checking for accuracy and completion.

Provides registration and other administrative capacity for programs and activities.

Assists with event equipment reservations, such as barricades, signboards or cones

## **Facilities Management**

Integrates future facility needs into the Capital Facilities Plan and determines potential funding sources.

Ensures facilities are in operating order to support recreation programs and activities such as Whitmore Pool, all parks, and the ice rink.

Ensures effective internal communication with Public Works to maintain facilities in support of recreation programs including.

- Removing snow for safety, circulation and facility use according to the approved priority list.
- Maintaining the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintaining Town parks and communicate specific maintenance needs for programs and activities.
- Maintaining Town trail system infrastructure year-round.

## **Promoter**

Nurtures recreation trend-setters and high profile athletes and programs.

Produces and distributes promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote programs, activities, events and other recreation opportunities.

Enhances public relations and outreach efforts.

Liaises with MLT to integrate recreation opportunities into marketing campaigns.

Provides MLT with comprehensive recreation information.

Develops partnerships and advises on best ways to promote emerging recreation trends.

**Discussion Agenda: Item #2  
Tourism and Recreation Reorganization**

1. **Wrap up recreation reorganization discussion**
  - a. **Discuss regional recreation structure proposal**
  - b. **Discuss next steps for forming Mammoth Lakes Recreation (MLR)**
  - c. **Explain the T&R Commission's work on Recreation Plan, and discuss the final plan**
  
2. **Reconciliation of DMO and recreation reorganization pieces**
  - a. **Update on DMO formation and strategic plan**
  - b. **Confirm or modify forming a discussion group to reconcile the pieces**
  - c. **Identify issues to be reconciled: 1) programs not included in either the DMO or recreation reorganization proposals, 2) staffing, 3) funding, 4) other?**
  
3. **Reconfirm Bacon and Sugimura's participation in the formation of MLR and the reconciliation of the DMO and recreation reorganization pieces.**

# Town Parks & Recreation Core Services

## Core Services:

- Provide diverse indoor and outdoor recreation programs, including delivering recreation classes and contracting for additional activities, and providing registration and other administrative capacity for programs and activities.
- Liaison with recreation user groups and other interested parties to increase collaboration and participation in core services and programs such as Adopt-A-Trail.
- Communicate effectively with Public Works to coordinate maintenance, including specific needs for programs and activities, for all Town Recreation facilities.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down and road closures.) and assist with event equipment, such as barricades, cones, etc..
- Process special event permits for events on Town property
- Provide administrative oversight of leases, contracts, and permits held by the Town for the use and management of facilities owned by other entities, such as the USFS and Los Angeles Department of Water and Power or Mono County for maintaining Whitmore Park.
- Participate in the development and implementation of relevant Town plans to ensure recreation needs are met including the Parks and Recreation Master Plan, Trails System Master Plan, and integrating recreation into neighborhood district plans and future facility needs.
- Implement recreation projects resulting from any Town plan, including all of the above and DRCEDS, with the appropriate Town departments and other partners.
- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote recreation programs, activities, events and other opportunities.
- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns and provide comprehensive recreation information and both collaborate and partner to facilitate recreation events and opportunities.
- Implement and maintain the integrity of the Measure R award process and establish Measure R priorities. Manage Measure R projects including cultivating grantee relationships, auditing project financials, providing program oversight, and requiring timely reporting.



- Manage TOML funds distributed to youth organizations

### **Core Services the Town provides because no one else will:**

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4<sup>th</sup> weekend. (Assign this to Chamber as part of their contractual services)

### **Core Services to be provided when resources are available:**

- Develop new recreation programming.
- Develop interpretive programs through collaboration.
- Recognize, nurture, and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

## **Mammoth Lakes Recreation-Type Organization**

- Engage the public in the development of Town-wide recreation plans.
- Research and bring forward opportunities related to emerging recreation trends.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
  - ❑ Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
  - ❑ Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
  - ❑ Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.
- Enhance Town efforts to produce and distribute information about recreation programs, activities and opportunities.

## Shared: Town and MLR

- Develop an integrated signage, wayfinding, and interpretive program.
- Comply with USFS requirements on special use permits.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

Yellow – services/programs not required by and/or not necessary for the Town to manage

Blue – services/programs/responsibilities that must be managed by the Town

Purple – services/programs/responsibilities that can be shared by the Town with other entities

Gray – self explanatory



**Mammoth Lakes Recreation 1.0 Document Inventory  
Town of Mammoth Lakes Reconciliation Process  
Updated by MLTPA on June 22, 2013**

**1. Reconciliation**

*a. Reconciliation Documents*

- i. **Reconciliation Process Proposal - 10/02/22**
  1. *2010\_02.22-ProcessProposal*
- ii. **Reconciliation Meeting Agenda - 10/04/06**
  1. *00\_ReconciliationAgenda\_040610*
- iii. **Tourism and Recreation Reorganization Programming Summary - 10/04/06**
  1. *2.T&RProgramSummary\_040610*
- iv. **Function Transfers - 10/04/06**
  1. *2.T&RTransfers\_040610*

## Reconciliation of T&R Reorganization Effort

### Time Line:

- DMO workshop with TRC on 3/5 (this is a Friday – is that right?)
- DMO workshop with TC on 3/12 (this is a Friday – is that right?)
- Therefore, first (only?) reconciliation meeting should be the week of 3/15

### Process:

1. Review Mammoth Lakes Tourism (MLT) program decisions and associated work effort:
  - a. Initial responsibilities
  - b. Phasing of future responsibilities
2. Review Recreation program decisions and associated work effort:
  - a. Town “core services”
  - b. Mammoth Lakes Recreation (MLR) services
3. Identify any orphaned programs
4. In the context of the tourism& recreation “big picture,” consider if the programming as defined by the previous work is appropriate for
  - a. MLT
  - b. MLR
  - c. The Town
5. Find a home for any orphaned programs
6. Discuss desired Town department structure to provide programs remaining with Town
7. Discuss budget
8. Discuss role of TRC

### Participants:

- Rob Clark
- Danna Stroud
- Jo Bacon
- Bill Sauser
- Teri Stehlik
- Tony Colasardo
- John Wentworth
- 

### Support Documents:

1. Description of MLT’s initial responsibilities and future responsibilities. Perhaps the “Transition Phasing” memo of 2/19/2010 is appropriate.
2. Description of Recreation program definitions, including Town core services and MLR services. The report from the MLR discussion group should suffice, although the “Townies” group may want to augment or refine any core services description.
3. Poster-size lists of MLT, MLR and Town programs to assist with any re-sorting that may occur, and for adding “orphaned” programs.

## **Tourism and Recreation Reconciliation Meeting Agenda**

Tuesday, April 6, 2010

8:00 a.m. – 10:00 a.m.

Town Council Chambers

Suite Z

(Minaret Village Mall in Mammoth Lakes)

1. Call meeting to order – Jo Bacon, Councilmember
2. Continue discussion of the draft programming proposal memo from Town Manager Rob Clark
3. Review staff organizational chart
4. Continue discussion of proposed budget:
  - a. Staff report: recap of discussions leading to this budget, description of proposal and underlying assumptions – Rob Clark
  - b. Identify concerns about assumptions
  - c. Identify potential solutions
  - d. Discuss potential solutions
  - e. Identify consensus and a recommendation to forward, or a suite of options for Town Council to consider
5. Adjourn – Jo Bacon, Councilmember

## Tourism and Recreation Reorganization Programming Summary

Reconciliation Meeting: Agenda Item #2

April 6, 2010

DMO	TOML Recreation Dept.	MLTPA
<i>Mission: Destination Marketing</i>	<i>Mission: Traditional Community Recreation</i>	<i>Mission: Trails, Public Access and Outdoor Recreation</i>
Visitor information (including Welcome Center operations)	Recreation programs (pools, parks, facilities, programs)	Mammoth Lakes Trail System management (regional)
Website/online promotion (host CRM)	Measure R administration	Agency partnership management
Special events: marketing, public/private partnership coordination	Special event permitting and coordination of Town services	Fundraising
Public relations, community education and outreach	Market core services	Way finding program oversight, technical services, maintenance
Sales	Volunteerism for core services	Advocacy
Data collection and sharing (MTRiP, etc.)	Commission support	Advisory input for policy development
Existing contracts: Chamber and Mammoth Track Club	MOU with USFS	Planning related technical services (master plans and area plans)
Summer air service guarantee	Resident holiday events	GIS-related technical services
Event calendar		Mobility Working Group participation
Branding/advertising		Develop and support outdoor activities
4 <sup>th</sup> of July fireworks display		Technical services for Town grants
		Direct grants to NGO
		Market outdoor recreation
		Stewardship/Volunteerism
		Possible USFS use permit administration

### To Be Determined in the Future:

- Holiday events serving visitors (e.g. POPS, Block Party): Town Council Budget decision
- Special event production: discussion between TOML, DMO and Chamber
- Community-wide special events strategy: discussion between TOML, DMO and Chamber
- Summer airport staffing and operations: Town Council budget decision
- Strategic Partnership Program: Town Council budget decision
- High altitude training program: service expansion to be determined at a later date
- Pursue national designations: service expansion to be determined at a later date

## Functions Transferred from the Tourism and Recreation Department to Other Departments

Reconciliation Meeting: Agenda Item #2

April 6, 2010

<u>Function</u>	<u>New Department</u>
Public Information (internal and external)	Town Manager
Channel 51	Town Manager
Administration of MLTPA Contract	Public Works/Town Manager
Parks Maintenance	Public Works
Administration of State Parks Grants	Public Works
Way Finding Project	Public Works
MLTPA Point of Contact	Public Works
Whitmore Track	Public Works
Forest Service Use Permits	Public Works (with MLTPA)
Administration of Sierra Nevada Conservancy Grants	Comm. Dev. & Public Works
Public Arts Commission	Community Development
Parks and Trails Master Plans	Comm. Dev. (with Rec and MLTPA)



**Mammoth Lakes Recreation 1.0 Document Inventory  
Outcomes  
Updated by MLTPA on July 2, 2013**

**1. Outcomes**

*a. Outcomes Documents*

- i. Proposed Structure for TOML Recreation Department - 10/05/11**
  1. *TRC\_ProposalFor TC\_051110\_Final*
- ii. Recreation Director Job Description**
  1. *RecDir\_JobDescript\_j01*
- iii. Recreation Department Work Plan TOML FY 13/14**
  1. *2013-14\_Recreation Workplan\_June 2013*
- iv. Recreation Department Org Chart TOML FY 13/14**
  1. *2013-14 Recreation Department Organization Chart*
- v. RECSTRATS Town Council Agenda Item 9 - 10/07/21**
  1. *1\_TC\_100721\_Agenda\_Item\_9*
- vi. RECSTRATS Town Council Agenda Item 9 Attachment - 10/07/21**
  1. *2\_TC\_100721\_Agenda\_Item\_9\_Attachment*
- vii. RECSTRATS V1 - 1st page only - 10/11/15**
  1. *3\_RECSTRATS Final Draft\_1stPage*
- viii. RECSTRATS V2 - 1st page only - 11/10/05**
  1. *4\_Mammoth Lakes RecStrats II Final Plan\_ADOPTED\_10-5-11*
- ix. RECSTRATS - PowerPoint Summary**
  1. *5\_RECSTRATS\_2010\_07\_29\_02\_DS*
- x. MLTPA Consulting Agreement excerpt "Mammoth Lakes Trail System Support" - 10/12/02**
  1. *054\_MLTPA\_MstrContract\_Amend01\_120408*



To: Mammoth Lakes Town Council  
cc: Rob Clark, Town Manager

From: Mammoth Lakes Tourism and Recreation Commission

Date: May 11, 2010

Subject: Proposed Structure for Town of Mammoth Lakes Recreation Department

As part of the Town's review of its FY2009-10 budget and identified constraints, a direction came from the Town Council to restructure its Tourism and Recreation Department. This recommendation materialized because of the process begun in spring 2009 to form a non-governmental destination marketing organization (DMO), now named Mammoth Lakes Tourism. Because of the impending transition, funding gaps were identified in the budget structure for the remaining parks and recreation department and it was determined that those gaps would be difficult to fill without changing the structure.

Beginning in the fall of 2009, a thorough and well-documented process began to help define a structure for recreation in Mammoth Lakes. This process included meetings with partners and stakeholders, creation of a recreation plan that was approved by the Town Council in January 2010 and various proposals developed for structuring an effective capacity by the Town of Mammoth Lakes for the engagement of recreation opportunities here in Mammoth Lakes. Throughout the process, one guiding principle continued to emerge – recreation is the product that drives the Town's tourism-based economy.

It is with that principle in mind that we present our proposal for the Town's Recreation Department Organization. This proposal represents months of discussion, debate, consideration and strategic thinking as to how the Town's structure can meet the community's recreation needs. This proposal also reflects a desire to acknowledge that recreation is vital to our community's quality of life and economic growth. It is intended to represent our belief that a complete and whole recreation department is needed to establish the vision and guide the efforts for enhancing our recreation infrastructure.

The proposal is comprised of five documents:

1. Guiding Recreation Principles and Role of the Recreation Commission;
2. TOML Recreation Plan;
3. Conceptual Assignment of Roles and Responsibilities for Implementing the Recreation Plan;
4. Proposed Recreation Organizational Chart;
5. Recreation Skills Matrix.

The "Guiding Principles" document represents the rationale for the proposed Town of Mammoth Lakes recreation department's structure. It also proposes a role for a Recreation Commission, to emerge from the present Tourism and Recreation

Commission. The "Assignment of Roles and Responsibilities" document is the edited response to an earlier proposal presented by the Town Manager and Councilmembers Bacon and Sugimura. That conceptual plan has served as a basis for the development of the TRC proposal. It contains comments to many issues raised while that plan was being reviewed.

The "Recreation Organizational Chart" outlines a proposed staffing structure. It identifies staffing positions and a reporting hierarchy. The "Recreation Skills Matrix" takes strategies and tasks from the Recreation Plan, as well as additional tasks identified through the process, and assign them to the staffing positions identified in the organizational chart. The symbols represent primary and secondary assigned responsibilities.

This proposal does not include a funding request. We feel it is in the best interest of the effort to define the organizational needs first and integrate those needs into the budget hearing process. We are scheduled to have a joint workshop with the Town Council on June 2, 2010 at which this proposal will be reviewed and funding needs identified. We are also aware that the formal budget hearings will begin June 16, 2010, following the election. We will be prepared to participate in those discussions.

The Tourism and Recreation Commission acknowledges the budget issues are very real and serious. However, the Commission also believes that at this crucial time in the Town's evolution, now is not the time to minimize or disperse the Town's recreation efforts - now is the time to invest in recreation and to keep advancing all of the recreation initiatives and opportunities that are emerging.

We appreciate your willingness to consider this proposal and look forward to working with you to ensure that the product responsible for the growth of our tourism-based economy, recreation, is supported at the highest level.

Thank you for your time and consideration of our proposal.

1. Guiding Recreation Principles and Role of the Recreation Commission

Mammoth Lakes Tourism & Recreation Commission  
Guiding Principles for Recreation  
and  
Proposed New Role of the Commission

Role of Recreation in Mammoth Lakes-

- 1) Recreation is the primary product that drives the Town's economy, which is Tourism-based.
- 2) Increased investment in the Town's recreation infrastructure is paramount to the pursuit of economic growth and development.
- 3) Measure R is a reliable source of funding for parks, recreation and trail enhancements and improvements.
- 4) Vision for parks, recreation and trails infrastructure improvements and enhanced programming should be lead by the Town's Recreation Department with leadership provided by a Recreation Director.
- 5) Identified capacity for developing and implementing the Town's Recreation Plan is reflected in the proposed recreation department's organizational chart.

Role of Recreation Commission –

- 1) Provide advisory support to the Town Council for all issues relating to parks, recreation and trails
- 2) Advocate to sustain and pursue growth opportunities for recreation in Mammoth Lakes
- 3) Administer the Measure R funding application process (establish priorities for funding cycles and make recommendations for funding to the Town Council)
- 4) Oversee Strategic Planning for recreation facilities/programs and ongoing development and implementation of the Town's Recreation Plan
- 5) Establish recreation facility priorities for Capital Facilities Program
- 6) Budget review and oversight of recreation budget
- 7) Support enhanced programming for youth and adult sports and activities
- 8) Ensure a desired quality of life for residents through recreation development
- 9) Ensure economic growth through recreation development
- 10) Pursue and support the development of inter-jurisdictional partnerships

Note: The role of a Recreation Commission has been proposed by the T&R Commission based on fact that the current commission's roles will change with tourism efforts transitioning to Mammoth Lakes Tourism.

## 2. TOML Recreation Plan

# Town of Mammoth Lakes Recreation Plan

## VISION

**Be the gateway for boundless adventure in the Eastern High Sierra that inspires, challenges and renews.**

## MISSION

**To deliver seamless recreation in the Eastern High Sierra where collaboration ensures quality life experiences for generations.**

**Adventure Thrives Here!**

## STRATEGIES

1. **Provide Diverse Recreation Programming:** Offer a variety of recreation activities that serve both residents and visitors of all ages.
2. **Engage in Recreation Planning:** Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.
3. **Foster Communication and Participation:** Promote recreation activities and collaborate with user groups and public/private partners.
4. **Coordinate Facility Maintenance:** Ensure facilities are appropriately maintained for programming needs through cooperation and communication.
5. **Ensure Responsible Recreation Management:** Manage recreation projects to deliver results and ensure accountability.

### **Development Team:**

Jo Bacon, Council Member  
Tony Colasardo, Tourism and Recreation Vice Chair  
Bill Sauser, Tourism and Recreation Chair  
Teri Stehlik, Tourism and Recreation Vice Chair  
Danna Stroud, Tourism and Recreation Department Director  
Wendy Sugimura, Council Member

## Strategy 1: Provide Diverse Recreation Programming

**Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.**

### **GOALS:**

1. Provide indoor and outdoor recreation programs.
2. Provide holiday events.
3. Facilitate, support and/or collaborate on other activities/events.

#### Goal 1 – Provide indoor and outdoor recreation programs.

##### Programs:

- Provide recreation programs and activities:
  - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
  - Youth summer camps, such as wilderness camps, skate camps, etc;
  - Recreation Guide classes and lessons for all seasons;
  - Softball league and tournament;
  - Youth theater;
  - Indoor soccer through collaboration;
  - Arts and crafts; and
  - Ice rink operations and programs.
- Develop interpretive programs through collaboration.
- Develop new recreation programming.
- Provide registration and other administrative capacity for programs and activities.

#### Goal 2 – Provide holiday events.

##### Programs:

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4<sup>th</sup> weekend.

#### Goal 3 – Facilitate, support and/or collaborate on other activities/events.

##### Programs:

- Process special event permits.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down and road closures.).
- Assist with event equipment, such as barricades, cones, etc.



## Strategy 2: Engage in Recreation Planning

**Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.**

### GOALS:

1. Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
2. Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Goal 1 - Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.

#### Programs:

- Ensure adoption of the Parks and Recreation Master Plan.
- Ensure adoption of the Trails System Master Plan.
- Integrate future facility needs identified in plans into the Capital Facilities Plan and determine funding sources.
- Incorporate research and development of emerging recreation trends.

Goal 2 – Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

#### Programs:

- Develop an integrated signage, wayfinding, and interpretive program.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
  - Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
  - Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
  - Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.



## Strategy 3: Foster Communication and Participation

**Purpose: Promote recreation activities and collaborate with user groups and public/private partners.**

### Goals:

1. Disseminate information about recreation opportunities.
2. Engage with recreation stakeholders and interested parties to increase collaboration and participation.
3. Engage the tourism industry in pursuit of economic sustainability.
4. Align recreation opportunities with strategic business partners to enhance and develop economic viability.

#### Goal 1 – Disseminate information about recreation opportunities.

##### Programs:

- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote programs, activities, events and other recreation opportunities.
- Enhance public relations and outreach efforts.

#### Goal 2 – Engage with recreation stakeholders and interested parties to increase collaboration and participation.

##### Programs:

- Liaison with recreation user groups.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

#### Goal 3 – Engage the tourism industry in pursuit of economic sustainability.

##### Programs:

- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
  - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.

#### Goal 4 – Align recreation opportunities with strategic business partners to enhance and develop economic viability.

##### Programs:

- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

## Strategy 4: Coordinate Facility Maintenance

**Purpose:** Ensure facilities are appropriately maintained for programming needs through cooperation and communication.

**Goals:**

1. Ensure effective internal communication with Public Works to maintain facilities.
2. Ensure effective external communication and cooperation with community groups and other agencies.

Goal 1 – Ensure effective internal communication with Public Works to maintain facilities.

Programs:

- Remove snow for safety, circulation and facility use according to the approved priority list.
- Maintain the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintain Town parks and communicate specific maintenance needs for programs and activities.
- Maintain Town trail system infrastructure year-round.

Goal 2 – Ensure effective external communication and cooperation with community groups and other agencies.

Programs:

- Maintain Whitmore Park and Pool in cooperation Mono County.
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
- Comply with USFS requirements on special use permits.
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

## Strategy 5: Ensure Responsible Recreation Management

**Purpose: Manage recreation projects to deliver results and ensure accountability.**

### Goals:

1. Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
2. Develop a strong organization and fiscal stability.

Goal 1 – Implement approved plans and processes to ensure project delivery on scope, on time and on budget.

### Programs:

- Implement Town-wide plans with the appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development, including
  - Parks & Recreation Master Plan
  - Trails System Master Plan.
- Collaborate with the CDD and tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDs).
- Implement the Measure R award process.
  - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
  - Cultivating grantee relationships,
  - Auditing project financials,
  - Providing program oversight, and
  - Requiring timely reporting.

Goal 2 – Develop a strong organization and fiscal stability

### Programs:

- Develop adequate staffing and resources to deliver defined programs and projects.

### 3. Conceptual Assignment of Roles and Responsibilities for Implementing the Recreation Plan

# Conceptual TOML Recreation Roles and Responsibilities

The TOML Recreation Department is the lead department in developing strategies for, and implementation of, the Mammoth Lakes Recreation Plan (proposed by T&R Commission)

## Strategy 1: Provide diverse recreation programming

*Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.*

- Provide indoor and outdoor recreation programs.
- Provide Holiday events.
- Facilitate, support and/or collaborate on other activities/events

### Recreation:

- Recreation programs (pools, parks, facilities, programs) and registration, including expanded programming in future
- Resident holiday events
- Youth sports funding
- Administration of OSV/OHV grants
- Facilitate, support and/or collaborate on other activities/events held on TOML sites, including contracts for services
- **Develop and support outdoor recreation activities**

*Comment: Further discussion and define what this is.*

### MLTPA:

- Mammoth Lakes Trail System (MLTS) management

*Comment: John W. any agreement related to MLTPA's role with MLTS is integrated into a discussion with USFS regarding challenge cost share agreement. A contract with MLTPA has to be aware of supplanting issues.*

### Unresolved:

- Special event permitting and coordination of Town services provided at events (might go to other departments, such as barricades to Public Works)

*Comment: Need to coordinate with other departments and get feedback on potential impacts*

*Comment: Need to decide process and discuss with potentially impacted departments*

- Holiday events serving visitors to DMO?

*Comment: Chamber*

*Comment: DMO is a marketing organization, not a special event organization.*

- Fourth of July fireworks contract

*Comment: DMO would do because of funding*

- Special event production (TOML/DMO/Chamber)

*Comment: Support and Marketing; DMO not a production company*

- Community wide special events strategy

*Comment: DMO*

- Strategic Partnership Program

*Comment: DMO will be a budget decision process*

### LEGEND:

Bold Box = Recreation

Solid Line = Other TOML

Dotted Box = Unresolved

Red = 4/30/10 Tourism and Recreation Commission - Comments

Blue = 4/30/10 Tourism and Recreation Commission - Reassigned Responsibility and/or Function

T&R Commission Draft 5/11/10



# Conceptual TOML Recreation Roles and Responsibilities

The TOML Recreation Department is the lead department in developing strategies for, and implementation of, the Mammoth Lakes Recreation Plan (proposed by T&R Commission)

## Strategy 2: Engage in recreation planning

*Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.*

- Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
- Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

### Recreation:

- Ensure Adoption of Trails System Master Plan and Park & Recreation Master Plan  
*Comment: Leadership Role*
- Ensure future facilities needs identified in Capital Facilities Plan
- Provide overall direction and vision – Recreation would serve as the lead in planning and priority
- Guide integration of future facility and resource needs  
Service expansion such as high altitude training program or pursuing national designations  
*Comment: Recreation Department opportunity for expansion*
- Policy Development related to recreation services/facilities
- Regional collaborative efforts  
*Comment: Needs to be TOML Recreation Responsibility*
- Identify emerging recreation trends –  
*Comment: Not a sole responsibility for this task*  
*Comment: Mike Karch—sees two opportunities: 1. Marketing Horsepower, 2. Recreation Support; Need for a Recreation Director*

### CDD:

- Plan and permit processing expertise  
*Comment: CDD has expertise to help plan. Sandy- now is landscape planner in CDD? It would live with Recreation Dept.*

### Public Works:

- Engineering expertise i.e. Signage and wayfinding construction specs  
*Comment: Capital Implementation*  
*Comment: Ray—PW and CDD work for Recreation Dept*  
*Comment: JW—Consensus that a Recreation Dept to function needs a director*

### MLTPA:

- Planning technical support, such as GIS support  
*Comment: yes*
- Specific project oversight i.e. signage and wayfinding  
*Comment: Coordination with Recreation Department*
- Advisory input for policy development  
*Comment: Policy Development lives with ToML*
- Public outreach & advocacy  
*Comment: MLTPA does advocacy work independent*

#### LEGEND:

Bold Box = Recreation

Solid Line = Other T

Dotted Box = Unres

Red = 4/30/10 Tourism and Recreation Commission - Comments

Blue = 4/30/10 Tourism and Recreation Commission - Reassigned Responsibility and/or Function

T&R Commission Draft 5/11/10

# Conceptual TOML Recreation Roles and Responsibilities

The TOML Recreation Department is the lead department in developing strategies for, and implementation of, the Mammoth Lakes Recreation Plan (proposed by T&R Commission)

## Strategy 3: Foster communication and participation

*Purpose: Promote recreation activities and collaborate with user groups and public/private partners.*

- Disseminate information about recreation opportunities.
- Engage with recreation stakeholders and interested parties to increase collaboration and participation.
- Engage the tourism industry in pursuit of economic sustainability.
- Align recreation opportunities with strategic business partners to enhance and develop economic viability.



### LEGEND:

Bold Box = Recreation Core Services

Solid Line = Other TOML Departments and or NGOs which share in the tasks

Dotted Box = Unresolved items from Reconciliation Meetings

Red = 4/30/10 Tourism and Recreation Commission - Comments

Blue = 4/30/10 Tourism and Recreation Commission - Reassigned Responsibility and/or Function

T&R Commission Draft 5/11/10



# Conceptual TOML Recreation Roles and Responsibilities

The TOML Recreation Department is the lead department in developing strategies for, and implementation of, the Mammoth Lakes Recreation Plan (proposed by T&R Commission)

## Strategy 4: Coordinate facility maintenance

*Purpose: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.*

- Ensure effective internal communication with Public Works to maintain facilities.
- Ensure effective external communication and cooperation with community groups and other agencies.

### Recreation:

- Ensure maintenance priorities meet recreation users needs
- Manage Whitmore Park and Pool Cooperative Agreement with Mono County
- USFS Use Permits

### MLTPA:

- MLTS Maintenance

### Public Works:

- Maintain TOML parks and recreation facilities  
*Comment: Coordinate with Recreation Department*
- Remove snow from sidewalks
- Maintain Town Trail system  
*Comment: Coordinate with MLTPA, Parks and Public Works*

### Unresolved:

- Maintain Town Trail system vs. MLTS responsibilities.  
*Comment: Coordinate with MLTPA*
- Adopt-a-Trail to MLTPA?  
*Comment: Yes*

#### LEGEND:

Bold Box = Recreation Core Services

Solid Line = Other TOML Departments and or NGOs which share in the tasks

Dotted Box = Unresolved items from Reconciliation Meetings

Red = 4/30/10 Tourism and Recreation Commission - Comments

Blue = 4/30/10 Tourism and Recreation Commission - Reassigned Responsibility and/or Function

T&R Commission Draft 5/11/10



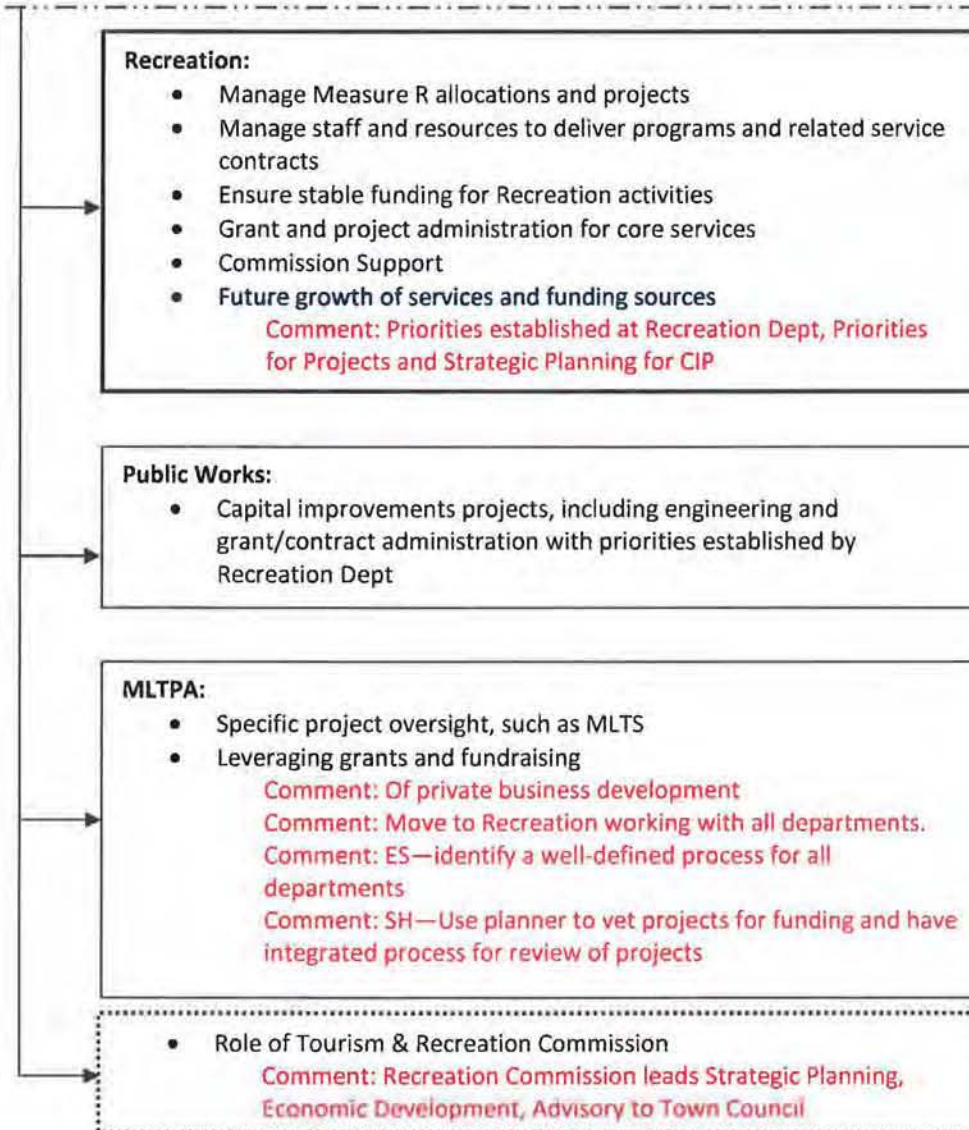
# Conceptual TOML Recreation Roles and Responsibilities

The TOML Recreation Department is the lead department in developing strategies for, and implementation of, the Mammoth Lakes Recreation Plan (proposed by T&R Commission)

## Strategy 5: Ensure responsible recreation management

*Purpose: Manage recreation projects to deliver results and ensure accountability.*

- Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
- Develop a strong organization and fiscal stability
- Work with the appropriate departments and partners to ensure project/plan delivery on scope, on time and on budget



### LEGEND:

Bold Box = Recreation Core Services

Solid Line = Other TOML Departments and or NGOs which share in the tasks

Dotted Box = Unresolved items from Reconciliation Meetings

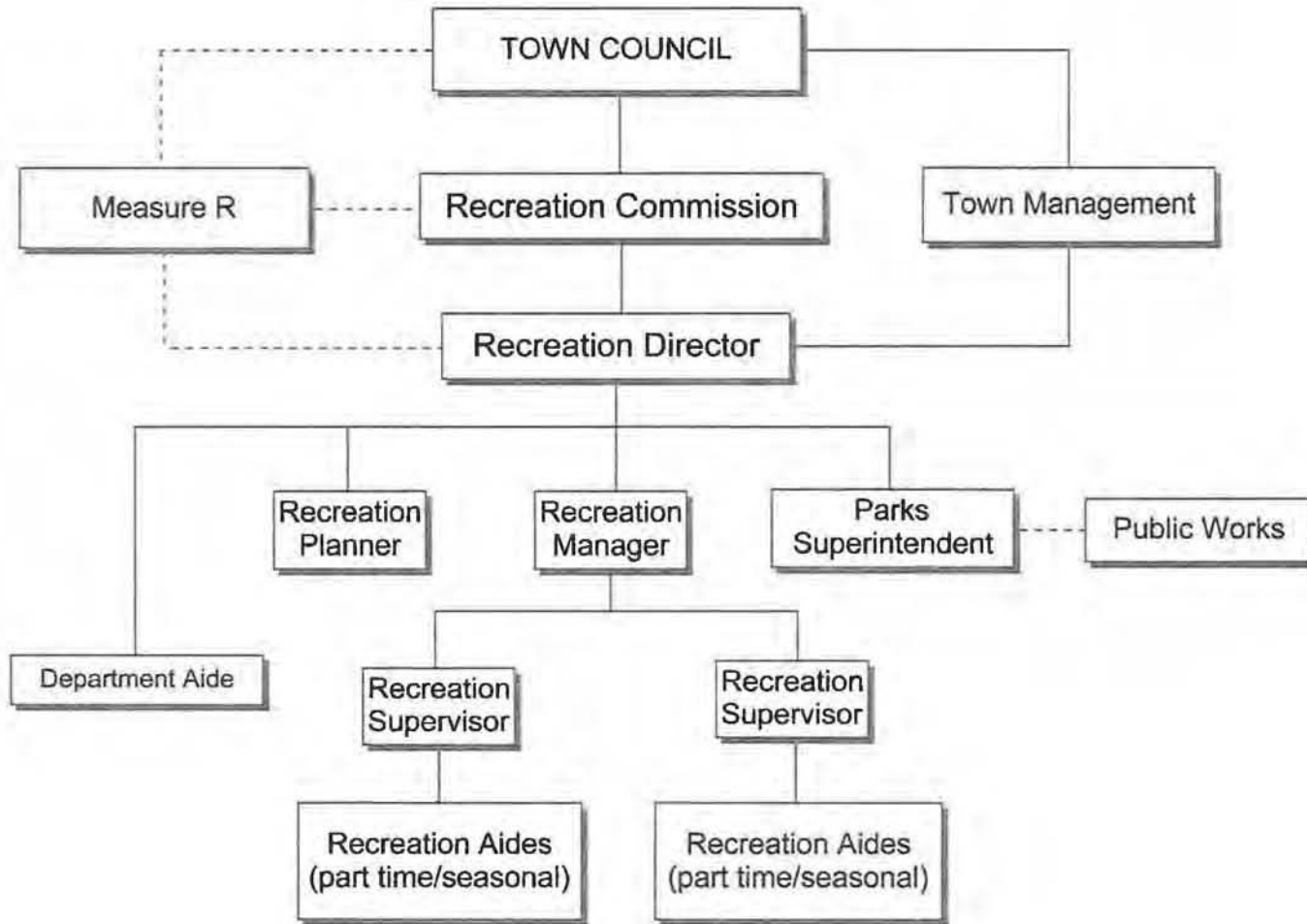
Red = 4/30/10 Tourism and Recreation Commission - Comments

Blue = 4/30/10 Tourism and Recreation Commission - Reassigned Responsibility and/or Function

T&R Commission Draft 5/11/10

## 4. Proposed Recreation Organizational Chart

*Town of Mammoth Lakes Recreation Organizational Chart*



Proposed by Tourism and Recreation Commission 5.11.10

## 5. Recreation Skills Matrix

## Mammoth Lakes Recreation - SKILLS MATRIX

TASK	Rec. Dir.	Rec Mgr.	Rec. Planner	Rec. Supv.	Rec. Aide	Dept Aide	Parks Supt.
Develop and support new recreation programming (indoor and outdoor)	●	△	△	△			
Provide holiday programs such as Easter, Halloween, winter, Christmas tree lighting, July 4 <sup>th</sup> weekend		●		△			△
Administer youth sports funding	△			●			
Process special event permits	△					●	
Ensure adoption of the Parks and Recreation Master Plan	●		△				
Develop specific master plans for recreation facilities (park specific plans)	△		●				
Ensure adoption of the Trails System Master Plan	●		△				
Integrate future recreation facility needs identified in master plans into the Capital Facilities Plan, establish priorities for implementation and identify/determine funding sources	●		△				△
Develop an integrated signage and wayfinding program that includes logic/messaging	△	△	●				
Develop partnerships with public/jurisdictional agencies and private entities	●	△	△	△			
Collaborate and partner with the tourism industry to facilitate and support recreation events and opportunities by providing full range of necessary services and resources	●	△	△				
Administrative oversight of leases, contracts and special permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and	●		△				△
Prioritize implementation of Town-wide plans with appropriate partners including the USFS, Community Development Department (CDD), Public Works, DMO and private development	●		△				△
Collaborate with the tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS)	●	△	△				
Administration of grants secured for recreation programming/facilities/activities	△		●				
Manage Measure R application and funding process	●	△	△			△	
Recognize/identify, nurture and invest in recreation trend-setters and high profile athletes and programs for sponsorship development	●	△	△				
Position Mammoth to act on emerging recreation trends/opportunities identified through research and development (high altitude training center and national designations)	●	△	△	△			
Leverage future sponsorships with existing funding sources	●	△	△				
Develop adequate staffing and resources to deliver defined programs and projects	●	△	△	△			
Swimming pool operations	△	●		△	△		△
Swimming pool programs, including lessons, lap swim, free swim and swim team	△	●		△	△		△
Youth summer camps, such as wilderness camps, skate camps, etc	△	●		△	△		△
Recreation Guide classes and lessons for all seasons	△	●	△	△	△		△
Softball league	△	●		△	△		△
Softball tournament	△	●		△	△		△
Youth theater	△	●		△	△		△
Indoor soccer through collaboration	△	●		△	△		
Arts and crafts	△	●		△	△		
Ice rink operations	△	●		△	△		△
Ice rink programs	△	●		△	△		△
Develop interpretive programs through collaboration	●	△	△				
Provide registration and other administrative capacity for programs and activities				△		●	
Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down, road closures)			△	△		●	△
Coordinate use of Town-owned equipment such as barricades, cones, etc. for recreation				△		●	△
Collaborate with agency and non-profit partners to develop local and regional inter-jurisdictional recreation management plans	●		△				
Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to communicate programs, activities and other recreation opportunities	△	●	△	△			
Enhance public relations and outreach efforts specific to recreation programming	△	●		△			
Liaison with recreation user groups	●	△	△	△			
Liaison with the DMO to integrate recreation opportunities into destination marketing	●	△	△				
Ensure effective internal communication with Public Works to maintain recreation facilities	△	△	●	△			△
Maintain Whitmore Park and Pool in cooperation Mono County	△	△	△	△			●
Coordinate with NGO's providing trails maintenance through the Adopt-A-Trail program	△		●				
Comply with USFS requirements on special use permits	△		●				△
Develop and manage annual department budget	●	△	△	△			△
Policy development relating to recreation facilities and services	●	△	△				
Provide administrative support for Recreation Commission	●					△	
Manage/oversee Measure R projects in cooperation with the Finance Department and Public Works	△		●				△

● = Primary

△ = Secondary

## **Town of Mammoth Lakes Recreation Director**

The Town of Mammoth Lakes, California, located in the unique landscape of the Eastern High Sierra and entirely surrounded by the Inyo National Forest and internationally renowned Wilderness areas, seeks a director for its Recreation Department. Applicants shall have demonstrated abilities in the following:

### ***Leadership, Partnership and Collaboration***

- The identification, pursuit, and sustained engagement of partnering and collaborative opportunities with federal, state, county and local agencies, non-governmental organizations, private enterprise and stakeholders
- Development of policy specific to recreation infrastructure, facility use, programs and services in an inter-jurisdictional environment
- Development and implementation of regional inter-jurisdictional management plans
- Liaison with marketing and promotional entities
- Ability to identify and engage with emerging trends in recreation
- Experience with elite athletes and diverse athletic pursuits, including the full complement of winter and summer activities in an alpine setting
- Development of innovative indoor and outdoor recreation programming

### ***Organization Management***

- Municipal parks and recreation programming, services and facility management, and management of staff
- Programming for both indoor and outdoor recreation activities
- Coordinated integration of municipal commissions and departments in pursuit of a municipality's Recreation Vision
- Development and management of annual budgets
- Adoption and implementation of municipal planning efforts such as trail plans and park and recreation plans
- Integration of recreation planning efforts into municipal capital facilities plans and establishment of priorities for implementation

### ***Capital Facilities and Public Financing***

- Experience with the planning, development and implementation of capital projects using dedicated public financing streams
- Development of public/private financing opportunities
- Management of grant programs and distribution of public funds

### ***Administration***

- Administration of leases, contracts, and special use permits including those on federal lands
- Project administration that completes projects on time, on scope and within budget
- Administrative support for commissions and/or advisory bodies

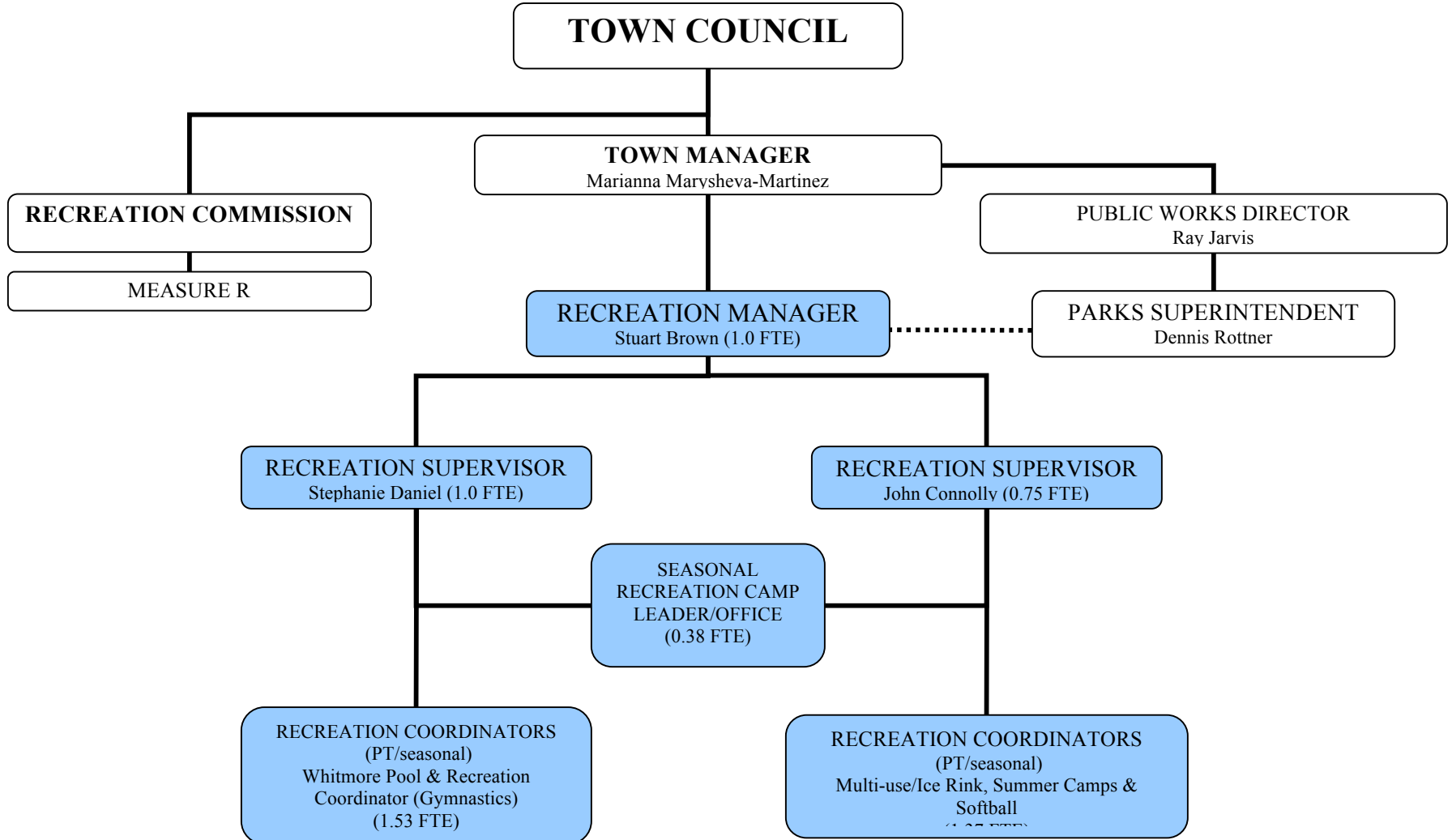
RECREATION DEPARTMENT FY 2013-14 WORK PLAN

Revised: June 2013

Project #, Project Title	Comp. Date	Progress	Responsible	Description/Purpose/ Status
R-1, MLR Process	9/30/13	0%	SB/MMM	Staff participates in discussion and provides information during the process regarding legal authorities, budget, capacity, etc. as needed. Staff provides support to facilitator as needed.
R-2, Measure R Process	6/30/14	0%	SB	Oversee the Administration of the Fall and Spring Measure R award program. Direct the "Recreation Program Administrator"-employee/consultant.
R-3, Measure U Process	6/30/14	0%	SB	Oversee the Administration of the Fall and Spring Measure R award program. Direct the "Recreation Program Administrator"-employee/consultant.
R-3, Recreation Programming	6/30/14	0%	SB/JC/SD	Create customer centric, value driven programming and manage/operate seasonal programming.
R-4, Manage online recreation reservation portal (ActiveNet)	6/30/14		SB/JC/SD/JC	Oversee the daily operation of the online reservation system and provide daily reconciliation of services/facilities for the finance department.
R-5, Recreation Guides	6/30/14	0%	SB/JC/SD/JC	Produce and distribute comprehensive Summer/fall Mammoth Lakes Recreation Guide.
R-6, Summer Recreation Map	6/30/14	0%	SB/JC/SD & USFS	Update and produce summer recreation map-reliant upon OHV funding – partner with USFS
R-7, Event Production	6/30/14	0%	SB/JC/SD/JC	Host TOML events: Easter Carnival, Town Clean-Up Day, July 4 Spectacular, Halloween Carnival, Town Tree Lighting Ceremony.
R-8, Special Event Facilitation	6/30/14	0%	SB	Process Special Event Permits, Facility Use Agreements, Facility rental Forms, support events with TOML equipment/resources, and staff/support (MLEC)
R-9, Marketing and Communications	6/30/14	0%	SB/JC/SD/JC	Advertise and promote recreation products/facilities through a variety of paid/non-paid channels
R-10, Youth Sport Programming	6/30/14	0%	SB/SD	Administer annual Youth Sports funding program.
R-11, Mammoth Ice Rink	6/30/14	0%	SB/JC/SD	Operate and program the Mammoth Ice Rink
R-12, Mammoth Roller Rink	6/30/14	0%	SB/JC/SD	Operate and program the Mammoth Roller Rink
R-13, Whitmore Pool	6/30/14	0%	SB/SD	Operate and program the Whitmore Pool
R-14, Create and manage Youth Advisory Committee	6/30/14	0%	SB/JC/SD	Work with MUSD/MCOE on establishing a MMS/MHS youth committee to provide input for new programs, events, and opportunities for municipal & community recreation in Mammoth Lakes.
R-15, Fish Stocking	6/30/14	0%	SB	Contract with Inland Aquaculture LLC for stocking the Lakes Basin and liaise with the Eastern Sierra Fishing Coalition.

# Recreation Department Organization Chart

## FY 2013-14





Agenda Item 9  
July 21, 2010  
File No. 920-10

## **AGENDA BILL**

Subject: Recreation Vision and Policy Development

Initiated by: Robert Clark, Town Manager



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### **BACKGROUND:**

Over the course of the year there have been a series of conversations about the Town's capacity and function with regards to Recreation and how it will be addressed in the future as the Tourism and Recreation Department is reorganized. The Proposed Budget for FY 2010-11 includes a budget policy decision regarding potential increased funding for Recreation. At a workshop on June 2<sup>nd</sup> the Tourism and Recreation Commission presented recommendations regarding the potential structure of the Recreation Department. Council directed staff to analyze the proposal, the options in Budget Policy Decision #29, and other potential options, for consideration as part of the budget process.

On June 16<sup>th</sup> the Town Council received the attached "Recreation Vision and Policy Development" memorandum (prepared by John Wentworth and Wendy Sugimura) and directed staff to use the concept to:

1. Inform discussion of the budget policy decision,
2. Discuss the future role of the Commission, and
3. Initiate a full body of policy development regarding where the Town is going with Recreation and how.

On June 30<sup>th</sup> the Town Council received a draft memorandum which was prepared in response to the direction first given on June 2<sup>nd</sup> (memorandum attached). Council voted to approve options 1, 2 and 3:

1. Provisionally (pending approval of the entire budget) set aside \$200,000 in the General Fund to increase the recreation capacity of the Town, and form a group drawn from the Measure R & U campaigns, Measure R Steering Committee, past Measure R applicants, the Mammoth Lakes Sports Council, and other recreational groups to discuss the concepts in this report and other ideas on how best to use the money.

2. Initiate the process described in option 1, but also advertise the position of Parks and Recreation Director, so that the position can be filled quickly if ultimately created.
3. Provisionally add the position of Parks and Recreation Director to the budget, and direct staff to initiate a recruitment process.

On July 7<sup>th</sup> MLTPA provided a proposal to convene a process to articulate a Vision for recreation and a Strategic Plan for implementation consistent with the June 16<sup>th</sup> "Recreation and Policy Development" memorandum. This process will seek to accommodate the missions and needs of local agencies, user groups and stakeholders.

On July 7<sup>th</sup> the Town Council appointed the "Recreation Reorganization" Council Committee (Council members Bacon and Wood). It is anticipated that Council members Bacon and Wood will direct and assign Town participation in MLTPA's effort.

### **ANALYSIS/DISCUSSION:**

The Recreation Vision will describe "what" the Town and its partners want to achieve in the long run. The Strategic Plan will clearly define roles and responsibilities of interagency partnerships, develop an implementation plan that informs the leveraged use of Measure R and portions of Measure U, and will provide a high-level view of challenges and opportunities for the development of the regions recreation infrastructure and programs. The Strategic Plan will describe "what" we want to achieve in the next three to five years, and "how" we plan to achieve it. In order to achieve the Recreation Vision, the Town and its partners will need capacity in the following areas:

1. Planning and Policy Capacity
2. Capital Capacity
3. Maintenance Capacity
4. Programming Capacity

There are a variety of resources available to achieve these capacities. An important part of the Strategic Plan is to maximize the recreational capacity by identifying what is needed and by deploying resources in the most appropriate way.

The proposal by MLTPA is designed to achieve the intent of the goals approved by the Town Council on June 30<sup>th</sup>. It was reviewed with the Tourism and Recreation Commission on July 8<sup>th</sup> as an informational item and they were advised that they would be asked to participate in the process.

## **OPTIONS ANALYSIS**

Option 1: Agree to participate in the process identified by MLTPA through the Council Recreation Reorganization Committee, and that the Council Recreation Reorganization Committee will direct the Town's engagement with the process including staff participation.

Option 2: Direct staff to develop other options for review of the concepts described in the June 30<sup>th</sup> memorandum.

Option 3: Do not proceed with review of the concepts at this time.

### **VISION CONSIDERATIONS:**

Approval of options 1 or 2 will provide an opportunity to further review the recreation vision of the Town, and will implement the related policies of the General Plan. The process will help achieve the strategic initiatives relating to: A Great Place to Live and Work, and A Premier Year-Round Resort.

### **STAFFING CONSIDERATIONS:**

It is estimated that four staff members will participate in the process over a period of three months, totally about 200 hours, however staff engagement with the process will be at the direction of the Council Recreation Reorganization Committee. It is anticipated any staff participation can be absorbed by existing staff without materially impacting the delivery of other projects.

### **FINANCIAL CONSIDERATIONS:**

There will be no cost to the Town other than staff time.

### **ENVIRONMENTAL CONSIDERATIONS:**

None.

### **LEGAL CONSIDERATIONS:**

None.

### **RECOMMENDATION:**

Therefore, it is recommended that the Town Council approve Option 1:

Agree to participate in the process as identified by MLTPA through the Council Recreation Reorganization Committee.

Attachments:

1. MLTPA Proposal
2. Recreation Vision and Policy Development Memorandum
3. June 30<sup>th</sup> Draft Staff Memorandum



**Mammoth Lakes Recreation**  
A Vision for Recreation in Mammoth Lakes  
and a  
Strategic Plan for its implementation

The Mammoth Lakes Trails and Public Access Foundation (MLTPA) proposes to convene a process to benefit the community of Mammoth Lakes and those agencies, commissions, stakeholders, and user groups with an interest in recreation in the Mammoth Lakes Region. This facilitated process will work to articulate a Vision for recreation in Mammoth Lakes and a Strategic Plan for its implementation. This process is consistent with the "Recreation Vision and Policy Development" document (attached) as previously submitted to the Town Council. It is anticipated that this process will benefit interagency collaboration, direct the development of recreation infrastructure in the region, and may be used to inform the strategic implementation of both Measures "R" and "U".

MLTPA appreciates the need for this process to get underway in a timely manner and to have work completed expeditiously. With this in mind, MLTPA is setting a project timeline goal of approximately 3 months.

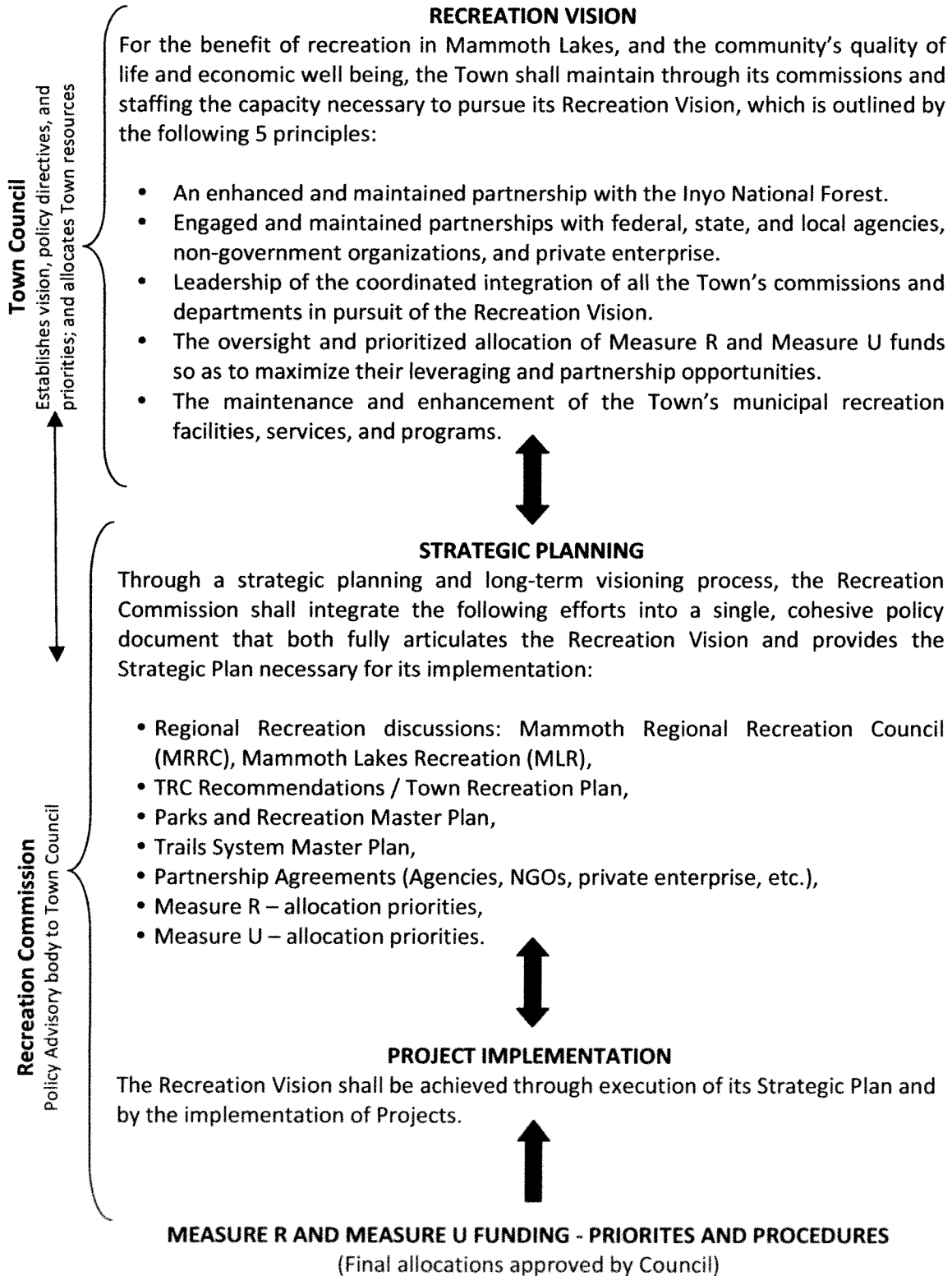
MLTPA has a documented history of convening such efforts including the "Strategic Conference and Public Meeting (2006)", "CAMP: Summer (2007)" and "CAMP: Winter (2008)", both CAMP efforts being part of the update to the Mammoth Lakes Trail System Master Plan that MLTPA successfully initiated and that is now being prepared for final adoption by the Town. Most recently, MLTPA was recognized for its roll in convening the Sherwins Working Group and the group's final deliverable, the Sherwin Area Recreation Plan, or SHARP.

MLTPA will be contacting representatives of agencies, commissions, stakeholders, private citizens and user groups over the next several weeks to advise on the structure and timing of the program and to solicit participation.

We at MLTPA are very much looking forward to this opportunity and to the benefits that it may bring to the community of Mammoth Lakes and to the unique recreation opportunities of the Mammoth Lakes region.

*July 7, 2010*

## RECREATION VISION AND POLICY DEVELOPMENT



## **TOWN RECREATION CAPACITY NEEDS**

A variety of options exist to meet these capacity needs, including partnerships, and all of them should be explored and evaluated to ensure effective and efficient pursuit of the Recreation Vision within identified resources. The critical capacity components identified below include Leadership, Management, Implementation and Funding oversight.

### **LEADERSHIP and Accountability for Vision**

- Pursue a fully integrated, collaborative partnership with the USFS.
- Identify and pursue partnering and collaboration opportunities with other agencies, non-profits, businesses, and stakeholders.
- Develop and pursue the Town's Recreation Vision, its Strategic Plan, and the multi-department coordination necessary to be successful.

### **MANAGEMENT of Recreation Throughout Town Operations**

- Coordinate integration of all the Town's commissions and departments in pursuit of the Town's Recreation Vision.
- Develop and pursue the Projects that implement the Recreation Vision.
- Ensure the maintenance and enhancement of the Town's municipal recreation facilities, services and programs.

### **Project IMPLEMENTATION**

- Manage specific projects, such as capital improvement projects. Some of these projects may be multi-partnered efforts in which the Town has specific roles and/or responsibilities.
- Do the detailed work to complete projects on time, on scope and within budget.
- Deliver recreation programs.

### **FUNDING Oversight**

- Understand Town funding sources, historic allocations, and potential future allocations.
- Provide staff support to the Commission for the oversight and prioritized allocation of Measure R and Measure U funds to leverage and maximize these financial resources.



Attachments to  
Agenda Item 9  
7/21/10

**Additional Information  
Town Council Agenda Item #9  
July 21, 2010 Town Council Meeting  
Prepared by MLTPA**

**1. Goals**

- a. Articulate a vision for Recreation in Mammoth Lakes
  - i. Provide a high-level view of opportunities and challenges for the development of the region's recreation infrastructure and programming over the next three to five years and beyond
- b. Develop a Strategic Plan for the vision's implementation
  - i. Clearly define the roles and responsibilities of any potential interagency partnerships including TOML and USFS
  - ii. Develop an implementation program for the Strategic Plan that can inform the leveraged use of Measure R, portions of Measure U, and the Town's General fund.

**2. Facilitation, Convening, and Timeframe**

- a. MLTPA will hire the "Strategic Marketing Group", a firm out of South Lake Tahoe which provided facilitation services for the DMO/Mammoth Lakes Tourism transition, to facilitate the RECSTRATS process
- b. MLTPA will provide convening services as directed by agency Leadership Teams and the RECSTRATS Steering Committee
- c. Anticipated RECSTRATS time frame is three months

**3. Process Component - Partnership Opportunities**

- a. Leadership Teams from TOML and USFS will explore and identify "Shared" Opportunities for a recreation partnership
  - i. Identification of common missions
    1. TOML General Plan
    2. INF Business Plan
    3. Other
  - ii. Analysis of relevant documents
    1. TRC Department Reorg
    2. Parks Plan
    3. TSMP
    4. Measure R
    5. Measure U
    6. MRRC + MLR Process
    7. Other
  - iii. Agreement on partnering mechanism
  - iv. Formalization of partnership



**4. Process Component - RECSTRATS Steering Committee**

- i. 5 – 9 member group appointed by Leadership Teams
  - 1. Parallel process with “Partnership Opportunities between TOML and USFS” where practicable
- ii. Sorting of “shared” and “non shared” recreation opportunities as identified by the Leadership Teams
- iii. Drafting of preliminary Recreation Vision and Strategic Plan for review by agency Leadership Teams and Stakeholders
- iv. Drafting of final Vision and Strategic Plan for adoption by Agencies

**5. Process Component - Stakeholder and Public Engagement**

- i. As desired and directed by the Leadership Teams and the RECSTRATS Steering Committee



Town Council Draft

Final Proof 15 November

## Mammoth Lakes Recreation

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A Vision for Recreation in Mammoth Lakes and a Strategic Plan for Its Implementation



Final Draft

## Mammoth Lakes REC STRATS II- Implementation Strategy

A Vision for Recreation in Mammoth Lakes and a Plan for Its Implementation



Prepared for the Town of Mammoth Lakes

Adopted by Resolution by the Mammoth Lakes Town Council, October 5, 2011



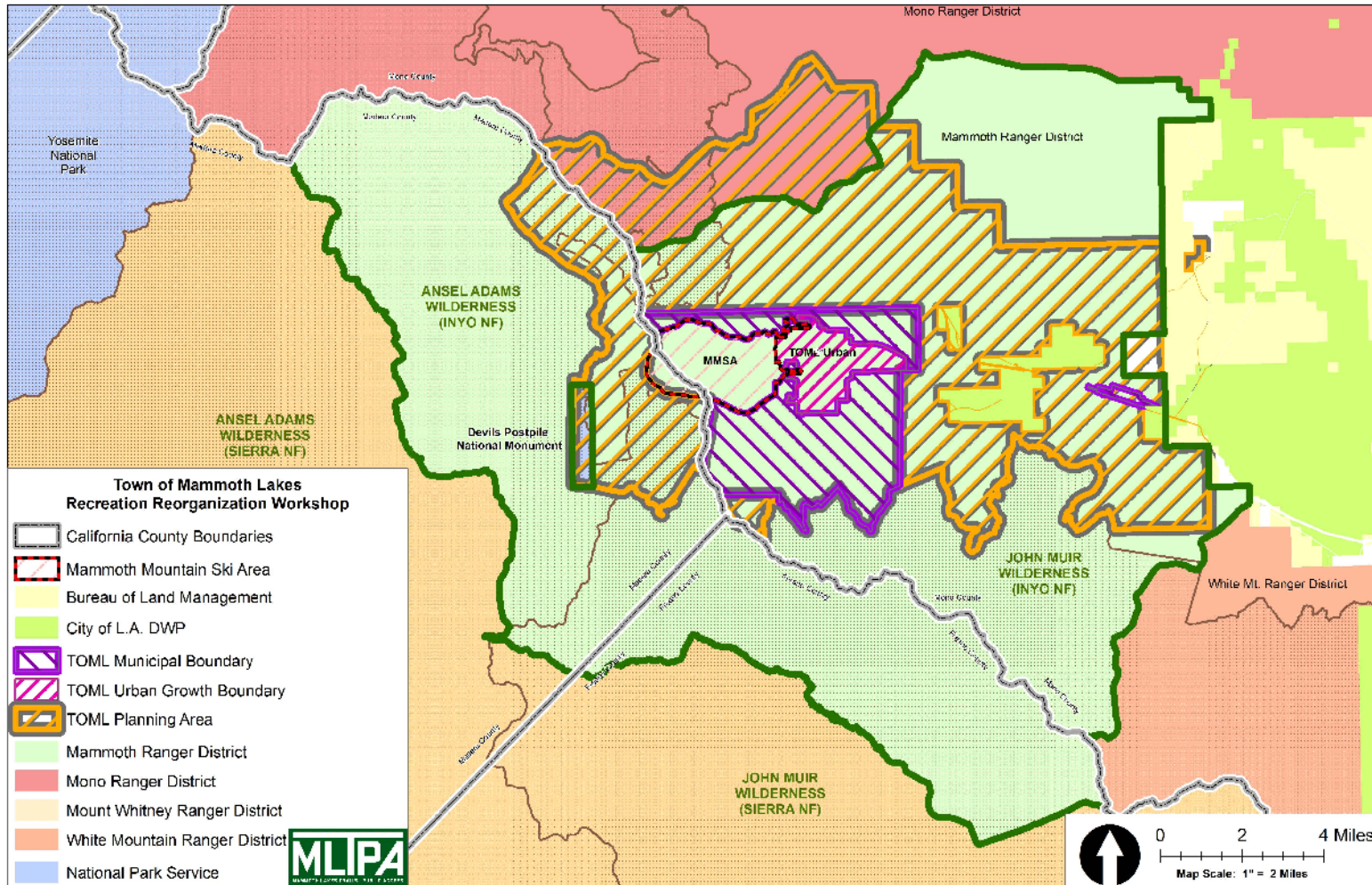
Prepared by:



Articulate a Vision for Recreation in  
Mammoth Lakes  
And  
Develop a Strategic Plan for  
Implementation of the Recreation Vision



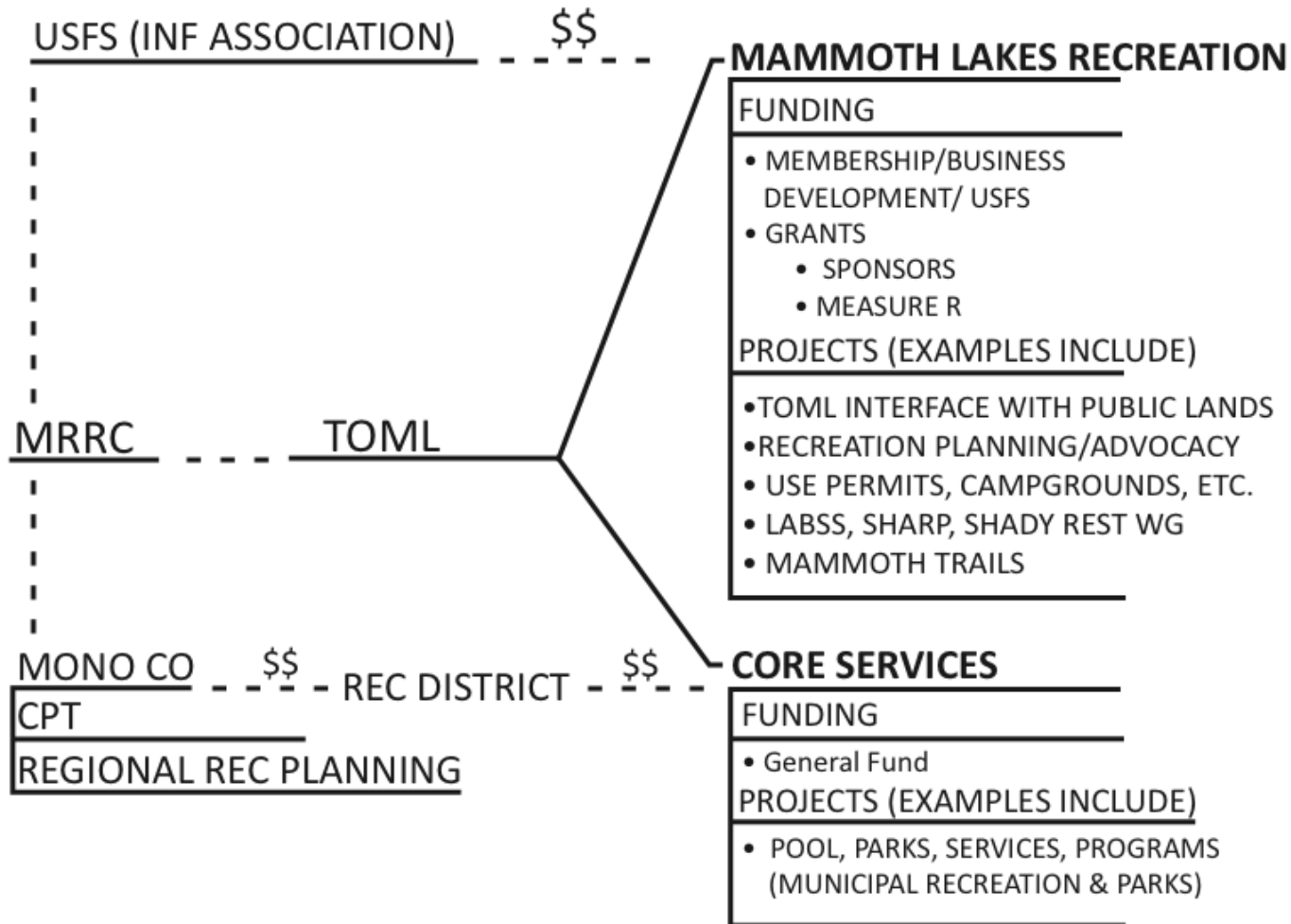
# Mammoth Lakes Region



# Background

- In August 2009, the Tourism and Recreation Department reorganization effort provided an opportunity to explore a new structure for development and management of recreation opportunities in Mammoth Lakes
- The Mammoth Region Recreation Council committee convened in September 2009 (MRRC)
- Concept developed during MRRC was to split recreation management between the Town (municipal core services) and a non-governmental organization that would manage recreation interface on public lands (Mammoth Lakes Recreation)

# MRRC - Organizational Chart



# Mammoth Lakes Recreation

- Participation in MLR discussion expanded to include additional TOML staff, user groups, NGO's and agency partners
- Focus of effort was to identify jurisdictional and fiduciary responsibilities among identified partners (TOML, USFS, MLR)
- Sorting exercise articulated non-transferable responsibilities among the agency partners and identified potential opportunities for MLR management

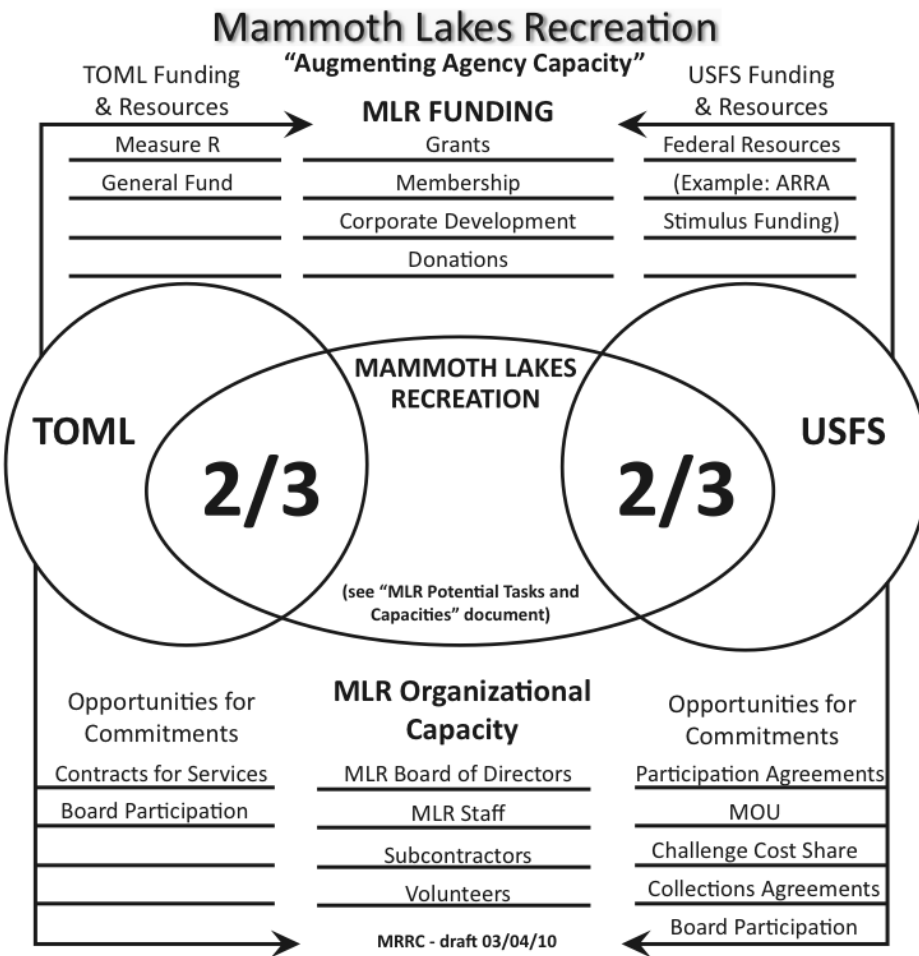


# MLR - Organizational Chart

1

## Town of Mammoth Lake Non-Transferable Authorities

- Process special-event permits for events on Town property.
  - Process special-event applications (tourism function).
  - Process street-post banner applications.
  - Process supplemental Trolley applications (TOML/ESTA function).
  - Process Trolley advertising applications (TOML/ESTA function).
  - Process facility use agreements (includes insurance waivers.)
  - Process facility rental agreements and insurance waivers.
  - Contract with camp instructors.
  - Distribute and collect of adult/youth participation waivers.
  - Create, produce, and distribute Tourism and Recreation Commission agendas and minutes.
  - Oversee award and disbursements of Measure R funds.
  - Adopt General Plan, specific/master plans, regulations, standards and specifications, and implementation plans (related subjects include wayfinding and interpretive signage, trails and staging areas, mobility, event facilities, and active and passive park and recreation facilities).
  - MLR cannot use Measure R funds to provide any service level currently provided by the Town because of supplanting restriction.
  - Provide insurance for Town-owned.
  - Require insurance from user groups.
  - Issue use permits for Town-owned.
  - Prepare CEQA documents.
  - Enforce rules on Town-owned.
  - Hold permits for USFS-owned.
  - Comply with grant conditions.
  - Comply with state law regarding "public" facilities/public money.
  - Ensure compliance with local, state, and federal laws.
  - Budgeting for all aspects of "facilities" described above.
  - Manage budgets for maintenance of facilities.
- (Partial List)  
See TOML inventory for complete list.



1

## USFS Non-Transferable Authorities

- Special-Use Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to resorts, organizational camps, outfitter and guide operations, recreation events, non-commercial group use events, filming, etc.
  - Lands Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to TOML trails, and parks, and also to road use/construction permits and facilities such as the Welcome Center, MCWD facilities, etc.
  - Insurance: Required of special use permit holder/ lands permit holders. USFS is indemnified and named as co-insured. USFS does not carry liability or other insurance. Environmental review: Environmental review under NEPA may be contracted or conducted by a third party subject to retention of all authority for project management and decision-making by the USFS. USFS has non-delegable authority for decisions following from environmental analysis that would result in actions on NFS lands or expenditure of USFS funds.
  - the Special-Use Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to resorts, organizational camps, outfitter and guide operations, recreation events, non-commercial group use events, filming, etc.
  - Lands Permits: Non-delegable USFS authority for use and occupancy of NFS lands. Applies generally to TOML trails, parks, and also to road use/construction permits, facilities such as the Welcome Center, MCWD facilities, etc.
- (Partial List)  
See USFS inventory for complete list.



## Now What?

- Development of MLR was stalled due to funding constraints and Town's desire to retain current structure
- The TRC delivered a proposal for the Town's recreation structure that was intended to inform the budget process
- Town Council and TRC met to review the proposal - consensus that recreation should be a priority, but no agreement as to what a structure looks like.
- MLTPA proposes RecStrats as final process for defining a recreation vision and strategic plan

# Articulating A Vision

Why does Mammoth Lakes need a vision for recreation?

- Informs priorities for implementation of projects with Measure R and Measure U funding
- Provides direction for development of new and emerging recreation opportunities
- Establishes a relationship with USFS in order to leverage resources for implementation of shared missions

# 25 Year Recreation Vision

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Consider these points:

- What does a Recreation Vision look like if supported by common missions and implemented through partnerships?
- What does a Recreation Vision look like if missions are not coordinated and agencies do not partner, but merely tolerate?

# 25 Year Recreation Vision

## General Components of a Recreation Vision

- Mammoth Lakes: Gateway to Eastern Sierra
- Point of translation from the rest of the world to the unique recreation experiences of the Eastern Sierra
- Infrastructure to support these experiences is in place
- A technology-based platform creatively and effectively articulates the recreation opportunities of Mammoth Lakes and the region
- Athletes of all abilities from throughout the world train here

# 25 Year Recreation Vision

## General Components of a Recreation Vision (con' t)

- Physical fitness abounds for all abilities and levels
- The economy of the community is sustainable through its integration with recreation opportunities
- USFS Wilderness Academy for western U.S. established through strategic partnerships
- Constituencies for wilderness established through Mammoth experience (access to Ansel Adams/John Muir and newly designated wilderness areas)
- Partnership development has succeeded through leveraged use of agency capacity and development of private sector opportunities and support

# 25 Year Recreation Vision

## General Components of a Recreation Vision (con' t)

- Mammoth Lakes is recognized as a desired recreation destination and active lifestyle community
- Stewardship and maintenance of the landscape is a priority for the community - health of landscape is linked to health of the economy and community (trails are open, access assured, challenges limitless)

# Common Missions of Partners

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This process is focused on Recreation but other common missions might include:

## Mobility/Transportation

- Regional wayfinding and signage
- Integrated regional public transit
- Airport
- Auto Management includes parking, translation to pedestrian, transit and multi modal

# Common Missions of Partners

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## Resource Management

- Wildlife management
- Fuels management and reduction/fire protection
- Renewable energy
- Watershed management
- Stewardship and sustainability

## Housing Needs



# Recreation Goals

- TOML Municipal Recreation = parks, tennis courts, aquatic facility, skating rink, programming, user groups
- Trail Based Recreation = summer, winter, motorized, non-motorized, equestrian, user groups
- Performance Athletics = high altitude training center, facilities, programming, public/private partnerships
- Events = local and outside producers on local facilities
- Entrepreneurial through management = campgrounds. concessions. fish stocking. other

# TOML and USFS Partnership

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Participation for Strategic Partnership

TOML - Leadership Team, Recreation Director, Public Works Director

USFS - Leadership Team, District Ranger, Line Staff

Participation for Implementation

MLR - TOML Rec Director + Public Works Director, INF DR  
+ Rec Staff, Mammoth Lakes Tourism, User Groups,  
Private Enterprise

# RecStrats Leadership Team

## Tasks of Leadership Team

- Articulate rationale for partnership
- Identify common missions of TOML/USFS
- Identify key components of Recreation Vision
- Identify appointments to Steering Committee
- Review Steering Committee efforts for adoption
- Formalize partnership
- Implement Recreation Vision through Strategic Plan

# RecStrats Steering Committee

## Tasks of Steering Committee

- Draft the Recreation Vision for Leadership Team review
- Draft Strategic Plan for Leadership Team review
  - establish goals and align w/funding sources
- Solicit input from user groups on Vision and Strategic Plan
- Draft Partnership Program for Leadership Team

# Implementation

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Recreation Vision and Strategic Plan are used for following:

- priorities for Measure R and Measure U
- priorities for Town/USFS program of work and budgeting
- priorities for pursuit of grant opportunities
- establishes point of entry for bringing forward new ideas and opportunities for recreation development

**CONSULTING AGREEMENT**  
Mammoth Lakes Trail System Support

This agreement made as of this 2nd day of December 2010.

Between:                   Town of Mammoth Lakes (TOWN)  
                                  P. O. Box 1609  
                                  Mammoth Lakes, CA 93546

And:                        Mammoth Lakes Trails and Public Access Foundation (CONSULTANT)  
                                  PO Box 100 PMB 432  
                                  Mammoth Lakes, CA 93546-0100

WITNESSETH THAT WHEREAS:

- A.     It has been determined to be in TOWN's best interest to retain the professional services of a consultant to provide services related to the Mammoth Lakes Trails System including, inter alia, public outreach, data collection, updating and adoption of a trail system master plan, development of a prioritized implementation program, implementation of signage and wayfinding, incorporation and implementation of special projects, implementation of information systems, development of a management plan, facilitating cooperation and consultation between multiple jurisdictions, product development and marketing, and representing TOWN in collaboration with other jurisdictional partners.
  
- B.     TOWN desires to plan, construct, operate, maintain, program and administer TOWN's component of the Mammoth Lakes Trail system, that trail system being roughly defined by the planning area of the Town of Mammoth Lakes and which shall engage multiple partners, jurisdictions, non-governmental organizations, local citizens and the general public for the successful completion of the trail system, including effective integration of TOWN's component of the trail system with other components of the trail system under the jurisdiction of partners such as the United States Forest Service, Mono County, the National Park Service, the Bureau of Land Management, etc.
  
- C.     TOWN and CONSULTANT anticipate that a multi-year effort will be required to develop, implement and manage the Mammoth Lakes Trail System program. CONSULTANT has demonstrated and documented capacities in the project areas and proposed scope of work as described in this Agreement. As an organization possessing a high degree of unique, and technical skill and expertise, not adaptable to competitive bidding, CONSULTANT, in accordance with Section 3.20.290 of TOWN's Municipal Code, is authorized to enter into exclusive negotiations to undertake the work described in this Agreement.

TOWN


Ray C. Jarvis  
Public Works Director  
Town of Mammoth Lakes  
P.O. Box 1609  
Mammoth Lakes, CA 93546

CONSULTANT

John Wentworth  
President & Chief Executive Officer  
Mammoth Lakes Trails and Public Access Foundation  
PO Box 100 PMB 432  
Mammoth Lakes, CA 93546-0100

IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year first above written.

CONSULTANT

  
\_\_\_\_\_  
President & Chief Executive Officer

Dated: 12-2-10

TOWN OF MAMMOTH LAKES

  
\_\_\_\_\_  
Town Manager

Dated: 12-2-10

APPROVED AS TO FORM

  
\_\_\_\_\_  
Town Attorney / PETER TRACY

Dated: 12/09/10



# EXHIBIT A

## Mammoth Lakes Trail System Support Conceptual Scope of Work

### **Mammoth Lakes Trail System: Town of Mammoth Lakes Component**

#### **1. Adoption of the Draft TOML Trail System Master Plan 2009**

- a. Updating of the Draft TOML Trail System Master Plan 2009 (Draft TSMP) to include completed planning efforts or programs whose implementation has been in progress since delivery of the Draft TSMP in February 2009, as well as updating of project descriptions, TSMP maps, and GIS data.
  - i. Inclusion of trail segments developed or proposed since the delivery of the Draft TSMP, such as the rerouting of the Sherwin Trail through the proposed Snowcreek VIII Master Plan and the establishment of a Town Loop through the MLTS signage and wayfinding program
  - ii. Inclusion of the Sherwins Area Recreation Plan (SHARP)
  - iii. Updating of Chapter 5 of the Draft TSMP to accommodate items that have been developed pursuant to, and incorporated into, the Draft MLTS Standards Manual
  - iv. Inclusion of completed sections of the Draft MLTS Standards Manual
  - v. Inclusion of desired and typical intersections, street crossings, and urban infrastructure as described in the Draft TSMP and informed by “lessons learned” by TOML staff
  - vi. Inclusion of completed components of the Draft MLTS Management Plan
  - vii. Inclusion of other updates to be identified as they become available
- b. Provision of support services for the California Environmental Quality Act (CEQA) process, including support to TOML staff and project consultants
  - i. Data development to update GIS data sets
  - ii. Mapping
  - iii. Field verification
  - iv. Public outreach
  - v. Expert knowledge of Draft TSMP development, public-outreach efforts, and the document itself, which will assist in the efficient and timely delivery of the completed Environmental Impact Report (EIR)
  - vi. Other services to be identified with the project team
- c. Incorporation of Draft TSMP components into the TOML Capital Improvements Plan (CIP)
  - i. Deliverables to be developed with Recreation Commission and TOML staff
- d. Incorporation of Draft TSMP into TOML Maintenance Program
  - i. Providing public outreach regarding transitions between seasonal trail operations, maintenance, closures, construction, and other activities by integrating them into the MLTS inspection schedule\*

#### **2. Implementation of the TOML Trail System Master Plan 2009**

- a. MLTS Signage and Wayfinding Program\*
  - i. Complete implementation of funded American Recovery and Reinvestment Act (ARRA) program with MLTS partners
  - ii. Implementation of Sierra Nevada Conservancy (SNC) program (grant application submitted in September 2010) with MLTS partners
    1. Implementation of messaging programs
    2. Implementation of mapping programs
    3. Implementation of interpretive programs (with INF)
    4. Production of MLTS maps and signage\*
    5. Installation of physical signage
- b. Standards Manual (including signage and wayfinding)\*
  - i. Documentation of MLTS partner consensus and drafting of signage and wayfinding components of Standards Manual
    1. Documentation, drafting, and incorporation of final shop drawings for all implemented and approved MLTS signage into Standards Manual