



**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 4th 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

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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

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T&R Commission Draft 5/11/10

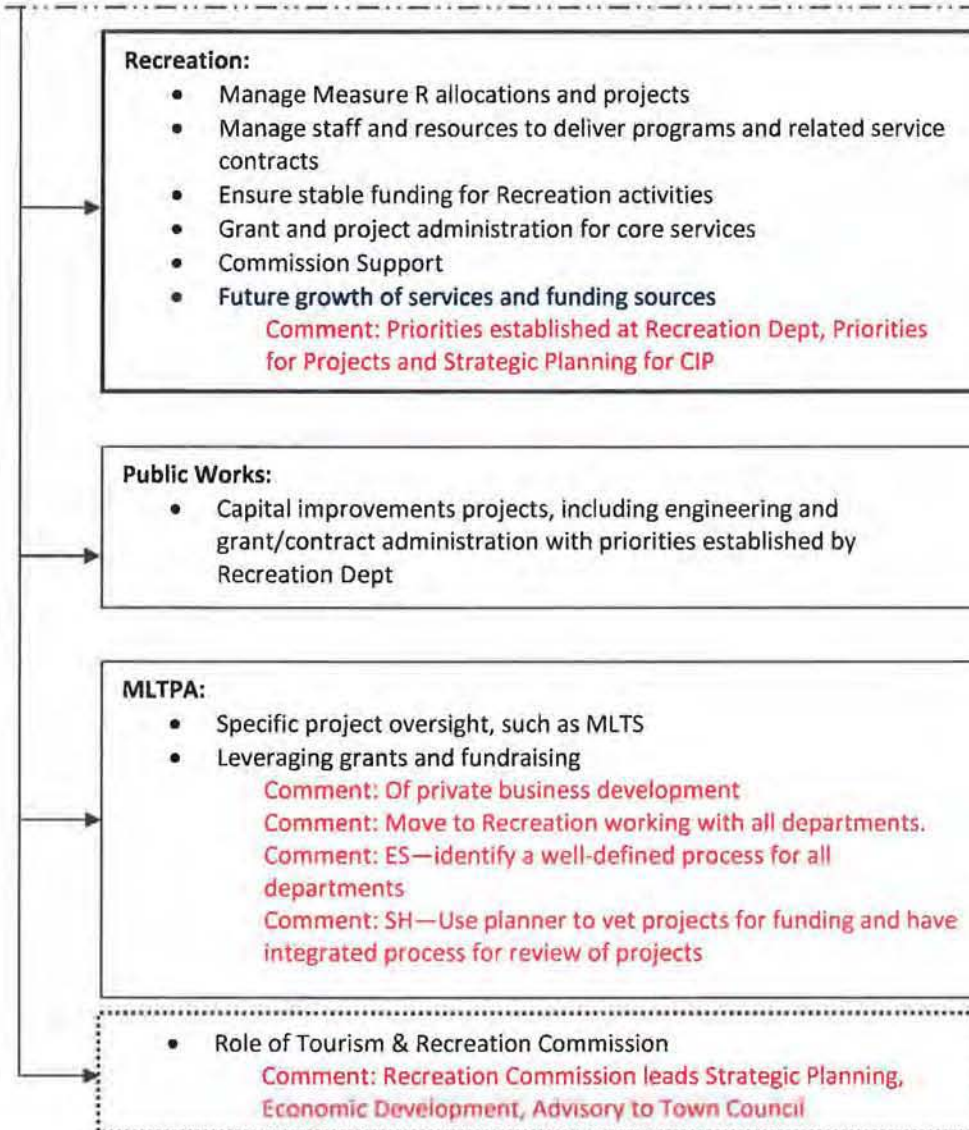
Conceptual TOML Recreation Roles and Responsibilities

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

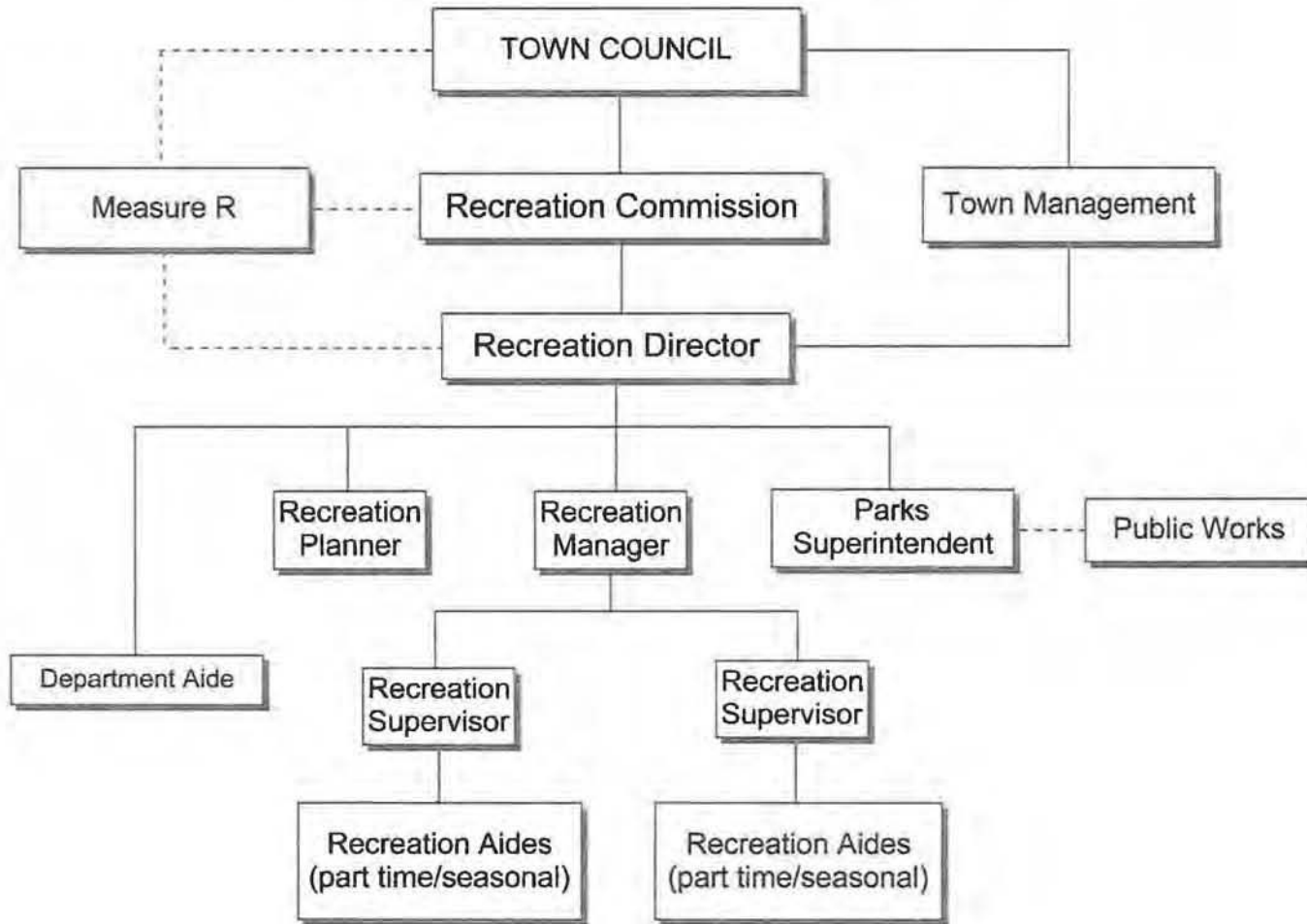
Red = 4/30/10 Tourism and Recreation Commission - Comments

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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 th 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

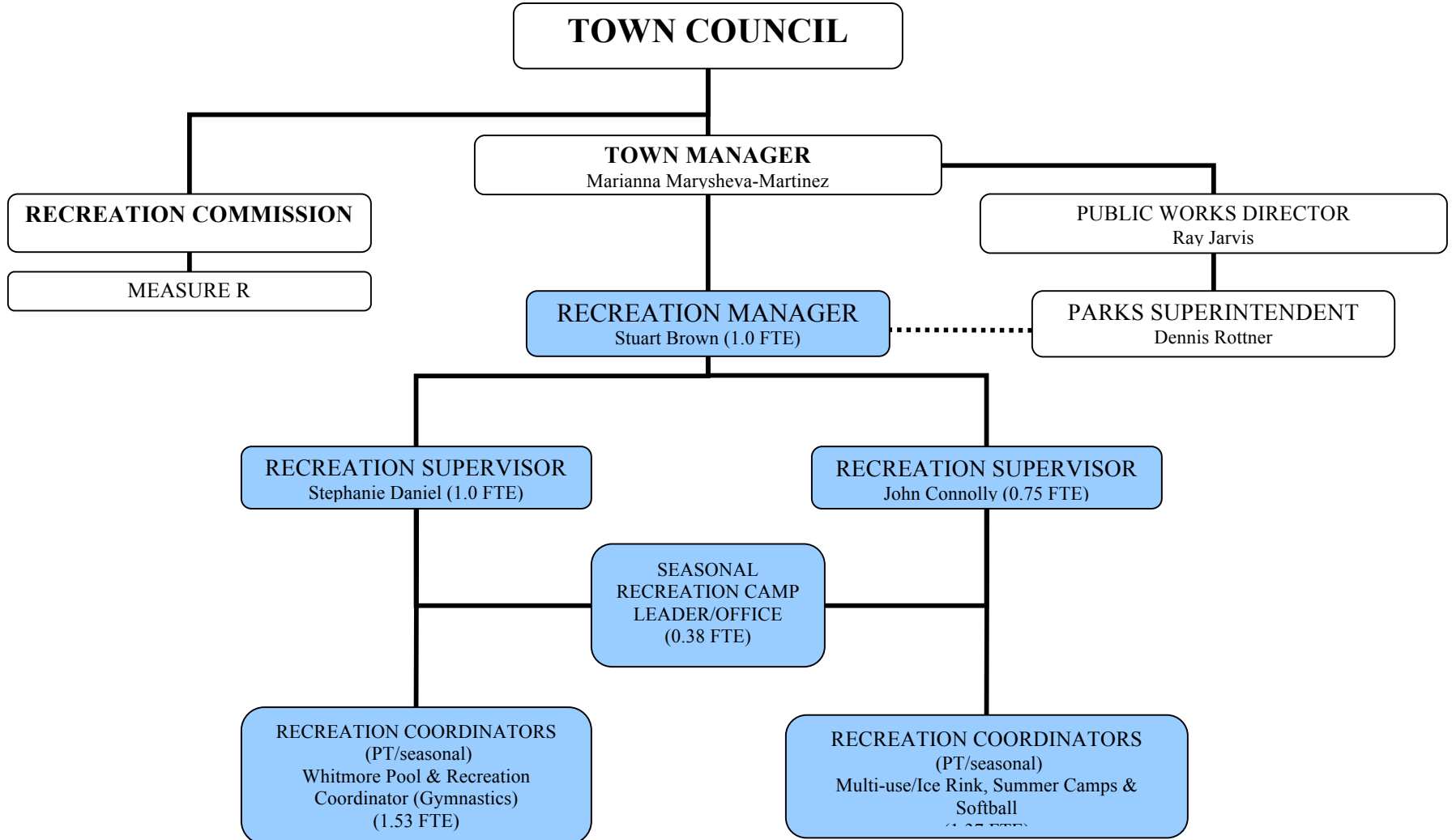
RECREATION DEPARTMENT FY 2013-14 WORK PLAN

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



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 2nd 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 16th 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 30th the Town Council received a draft memorandum which was prepared in response to the direction first given on June 2nd (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 7th MLTPA provided a proposal to convene a process to articulate a Vision for recreation and a Strategic Plan for implementation consistent with the June 16th "Recreation and Policy Development" memorandum. This process will seek to accommodate the missions and needs of local agencies, user groups and stakeholders.

On July 7th 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 30th. It was reviewed with the Tourism and Recreation Commission on July 8th 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 30th 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 30th 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.

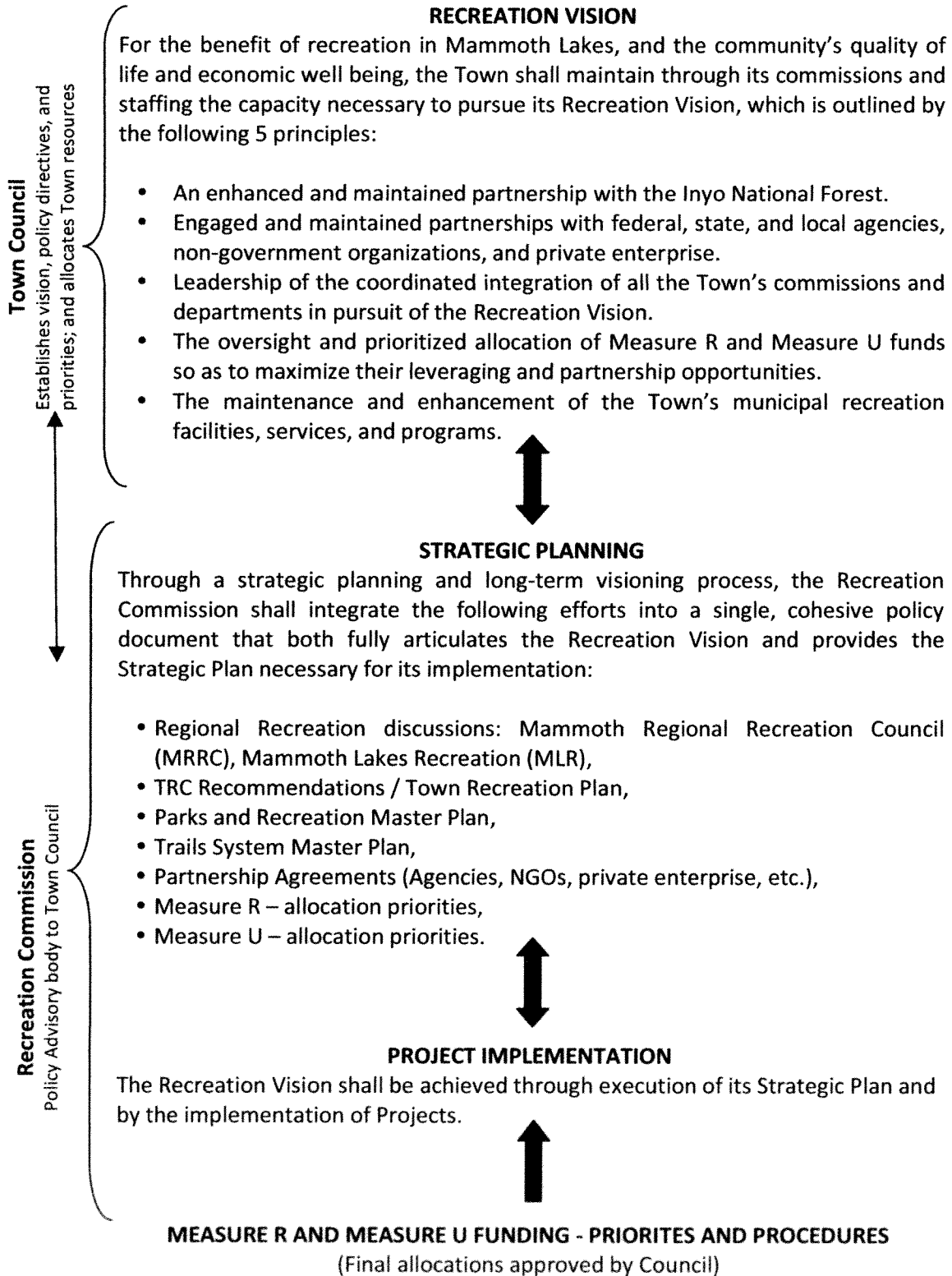
MLTPA has a documented history of convening such efforts including the "Strategic Conference and Public Meeting (2006)", "CAMP: Summer (2007)" and "CAMP: Winter (2008)", both CAMP efforts being part of the update to the Mammoth Lakes Trail System Master Plan that MLTPA successfully initiated and that 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

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

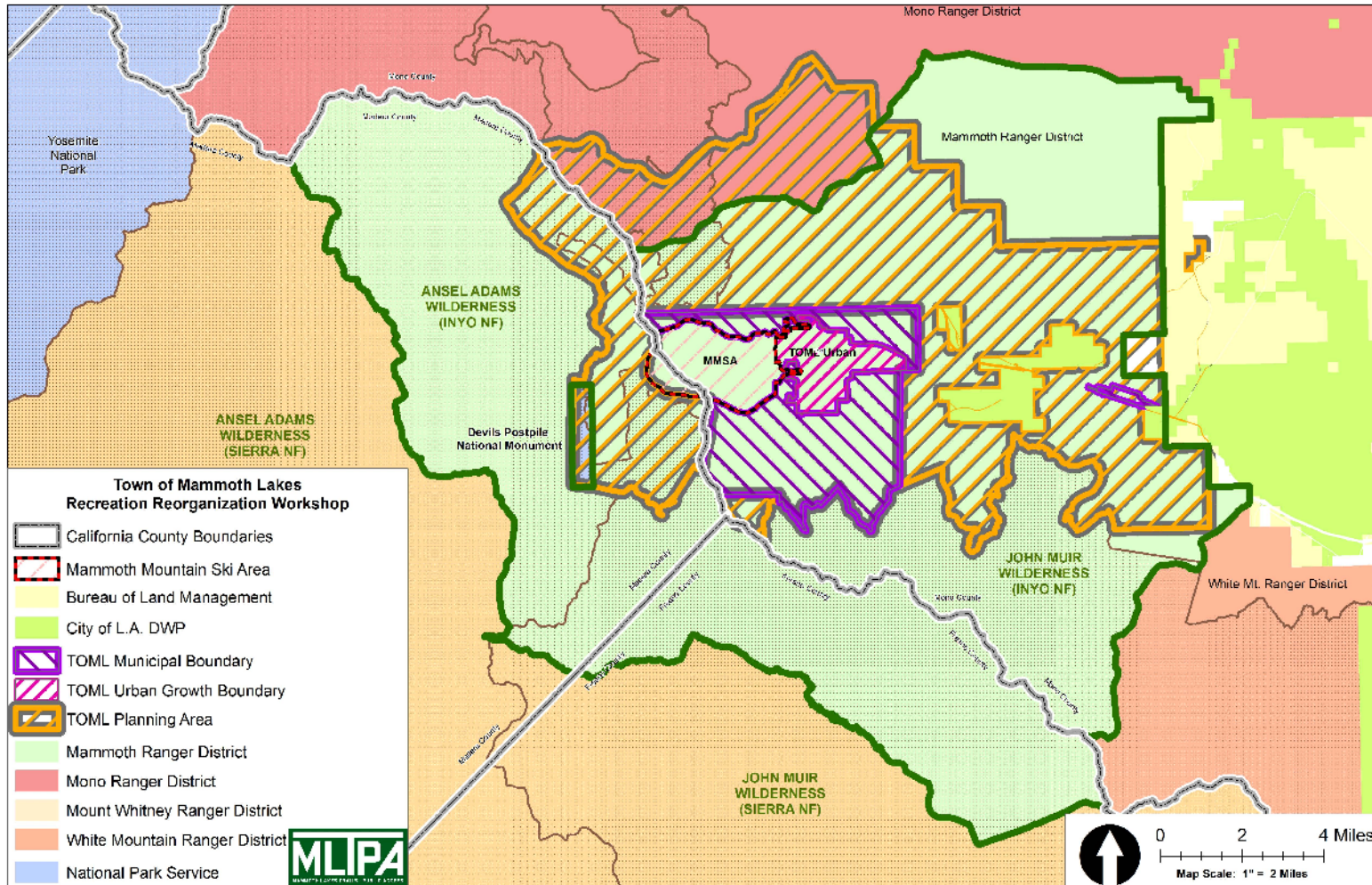


Prepared by:



Articulate a Vision for Recreation in
Mammoth Lakes
And
Develop a Strategic Plan for
Implementation of the Recreation Vision

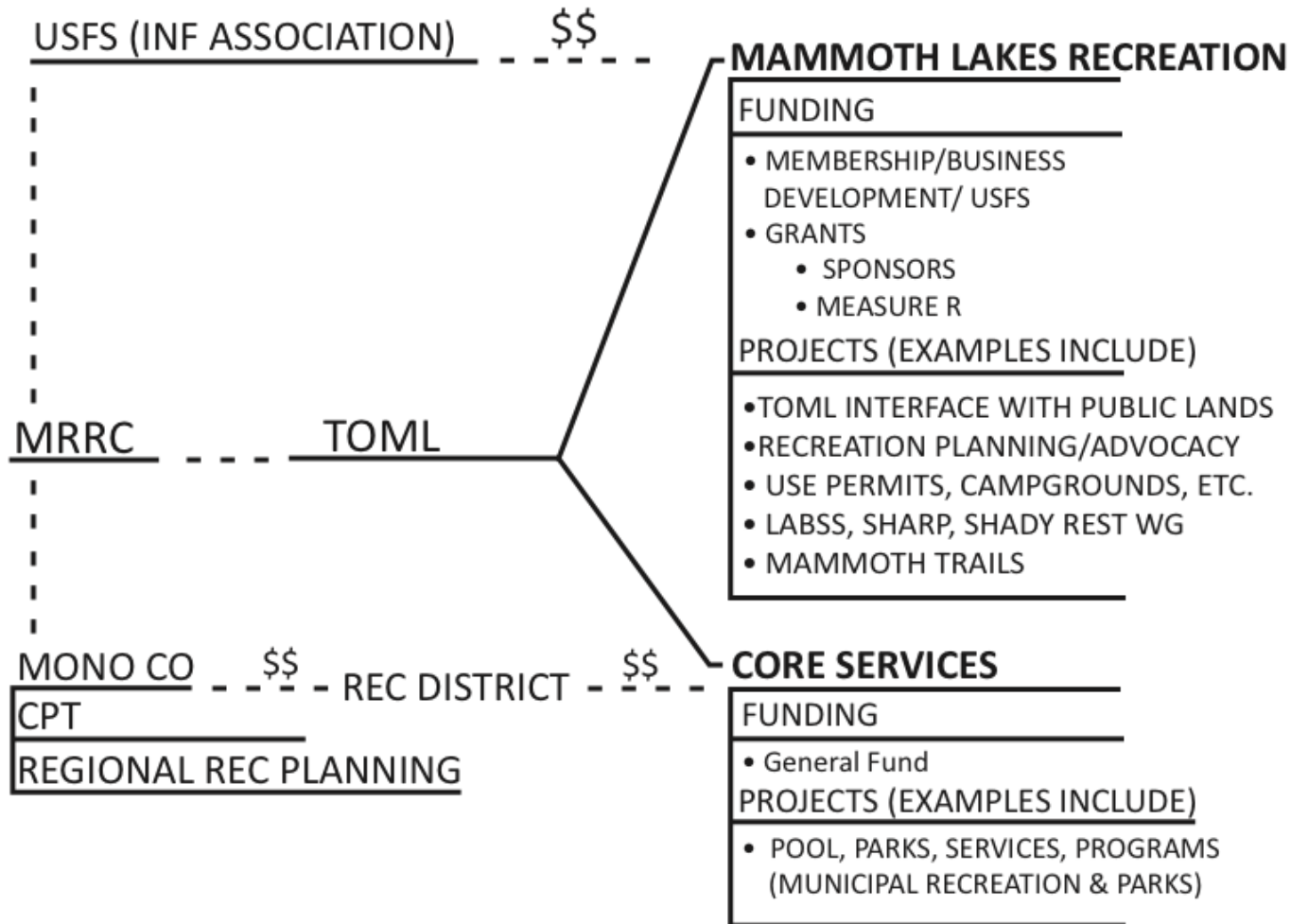
Mammoth Lakes Region



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

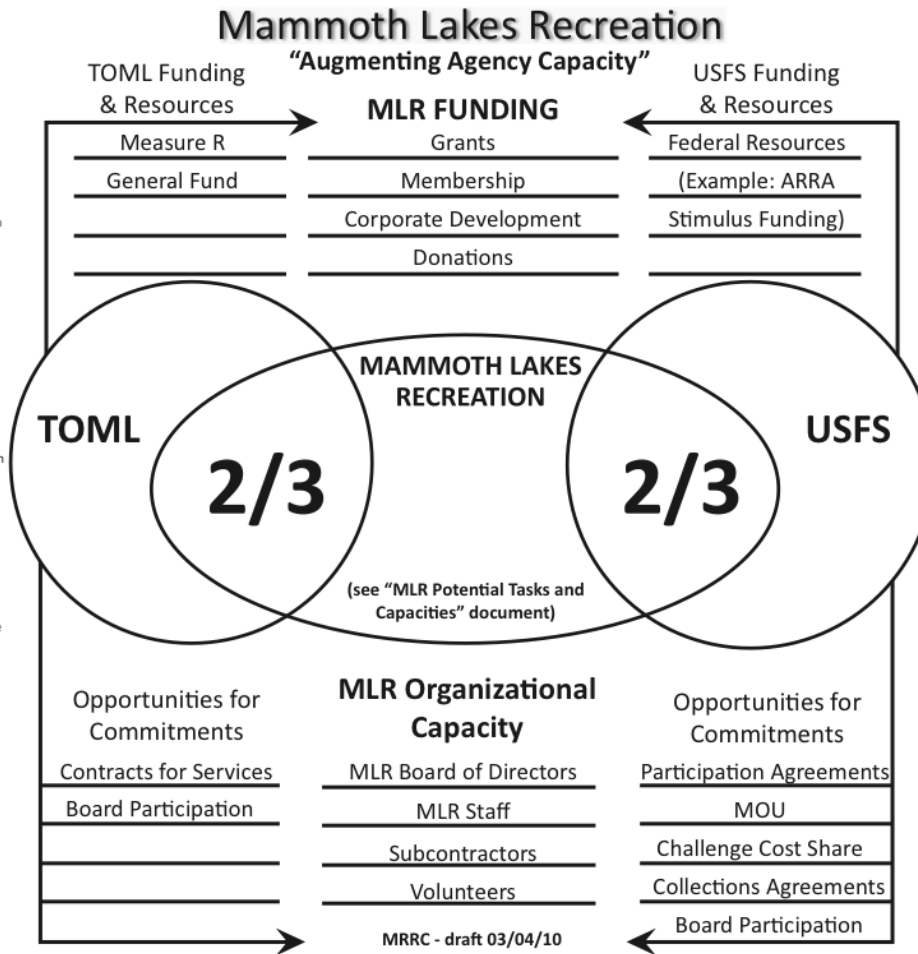
MLR - Organizational Chart

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

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

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

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

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

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