



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

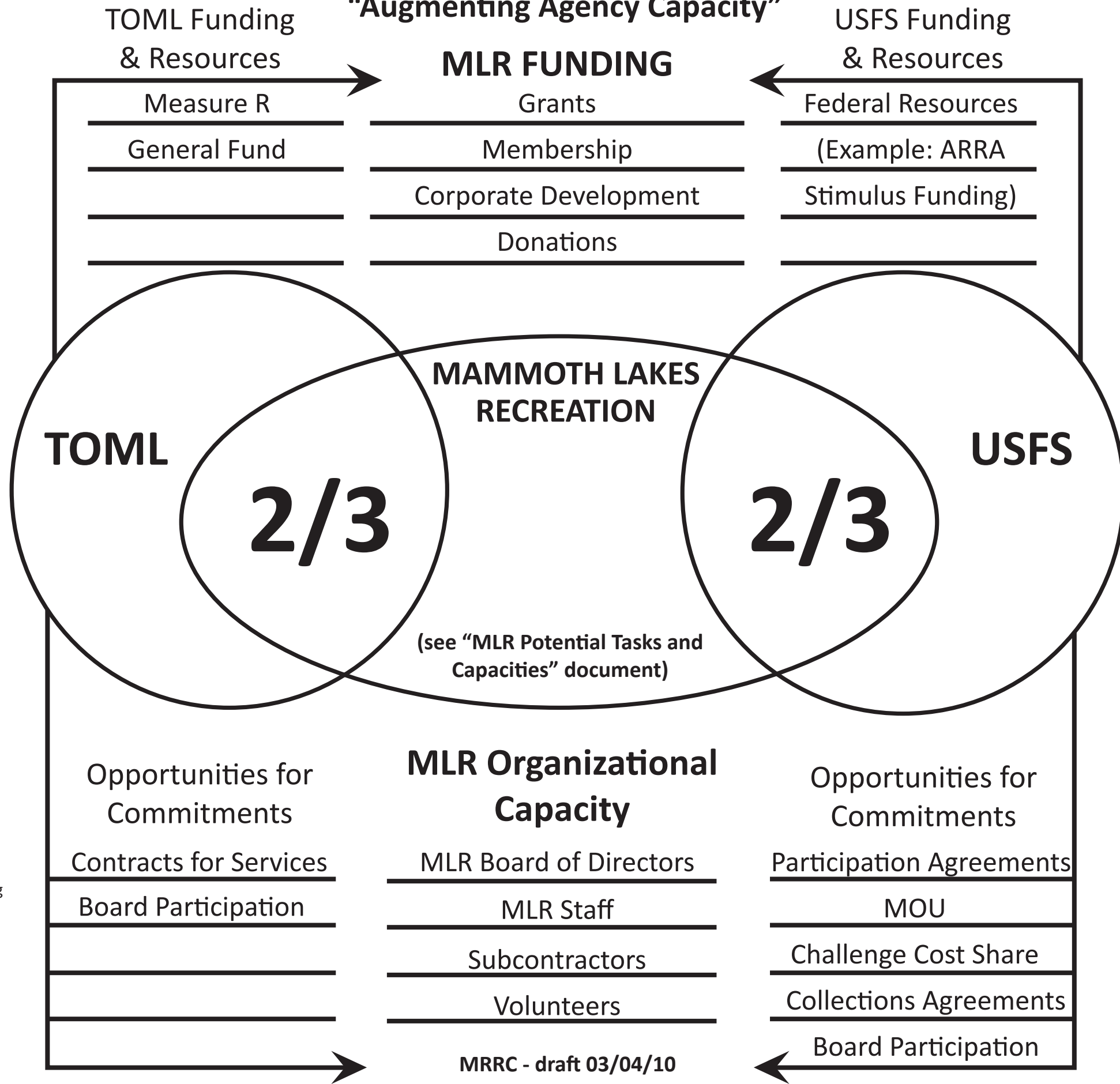
- MLR cannot use Measure R funds to provide any service level currently provided by the Town because of supplanting restriction.
- Provide insurance for Town-owned.
- Require insurance from user groups.
- Issue use permits for Town-owned.
- Prepare CEQA documents.
- Enforce rules on Town-owned.
- Hold 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

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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 4th 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]

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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.

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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:

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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)

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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

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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	¹ 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 nd 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

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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		

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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		

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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

¹Special 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

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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] *

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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.*

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

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- 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.*