

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

From: Mammoth Lakes Tourism and Recreation Commission

Date: May 11, 2010

Subject: Proposed Structure for Town of Mammoth Lakes Recreation Department

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

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

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

The proposal is comprised of five documents:

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

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

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

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

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

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

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

Thank you for your time and consideration of our proposal.

1. Guiding Recreation Principles and Role of the Recreation Commission

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

Role of Recreation in Mammoth Lakes-

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

Role of Recreation Commission –

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

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

## 2. TOML Recreation Plan

# **Town of Mammoth Lakes Recreation Plan**

## **VISION**

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

## **MISSION**

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

**Adventure Thrives Here!**

## **STRATEGIES**

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

### **Development Team:**

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

## **Strategy 1: Provide Diverse Recreation Programming**

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

### **GOALS:**

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

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

##### **Programs:**

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

#### **Goal 2 – Provide holiday events.**

##### **Programs:**

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

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

##### **Programs:**

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



## Strategy 2: Engage in Recreation Planning

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

### GOALS:

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

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

#### Programs:

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

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

#### Programs:

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



## Strategy 3: Foster Communication and Participation

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

### Goals:

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

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

##### Programs:

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

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

##### Programs:

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

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

##### Programs:

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

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

##### Programs:

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

## Strategy 4: Coordinate Facility Maintenance

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

**Goals:**

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

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

**Programs:**

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

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

**Programs:**

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

## Strategy 5: Ensure Responsible Recreation Management

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

### Goals:

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

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

### Programs:

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

Goal 2 – Develop a strong organization and fiscal stability

### Programs:

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

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

# Conceptual TOML Recreation Roles and Responsibilities

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

## Strategy 1: Provide diverse recreation programming

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

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

### Recreation:

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

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

### MLTPA:

- Mammoth Lakes Trail System (MLTS) management

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

### Unresolved:

- Special event permitting and coordination of Town services provided at events (might go to other departments, such as barricades to Public Works)  
*Comment: Need to coordinate with other departments and get feedback on potential impacts*  
*Comment: Need to decide process and discuss with potentially impacted departments*
- Holiday events serving visitors to DMO?  
*Comment: Chamber*  
*Comment: DMO is a marketing organization, not a special event organization.*
- Fourth of July fireworks contract  
*Comment: DMO would do because of funding*
- Special event production (TOML/DMO/Chamber)  
*Comment: Support and Marketing; DMO not a production company*
- Community wide special events strategy  
*Comment: DMO*
- Strategic Partnership Program  
*Comment: DMO will be a budget decision process*

#### LEGEND:

Bold Box = Recreation

Solid Line = Other TOML

Dotted Box = Unresolved

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

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

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# 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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# 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

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# Conceptual TOML Recreation Roles and Responsibilities

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

## Strategy 4: Coordinate facility maintenance

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

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

### Recreation:

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

### MLTPA:

- MLTS Maintenance

### Public Works:

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

### Unresolved:

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

## LEGEND:

Bold Box = Recreation Core Services

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

Dotted Box = Unresolved items from Reconciliation Meetings

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

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# 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

### Recreation:

- Manage Measure R allocations and projects
- Manage staff and resources to deliver programs and related service contracts
- Ensure stable funding for Recreation activities
- Grant and project administration for core services
- Commission Support
- Future growth of services and funding sources

*Comment: Priorities established at Recreation Dept, Priorities for Projects and Strategic Planning for CIP*

### Public Works:

- Capital improvements projects, including engineering and grant/contract administration with priorities established by Recreation Dept

### MLTPA:

- Specific project oversight, such as MLTS
- Leveraging grants and fundraising

*Comment: Of private business development*

*Comment: Move to Recreation working with all departments.*

*Comment: ES—identify a well-defined process for all departments*

*Comment: SH—Use planner to vet projects for funding and have integrated process for review of projects*

- Role of Tourism & Recreation Commission

*Comment: Recreation Commission leads Strategic Planning, Economic Development, Advisory to Town Council*

## 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

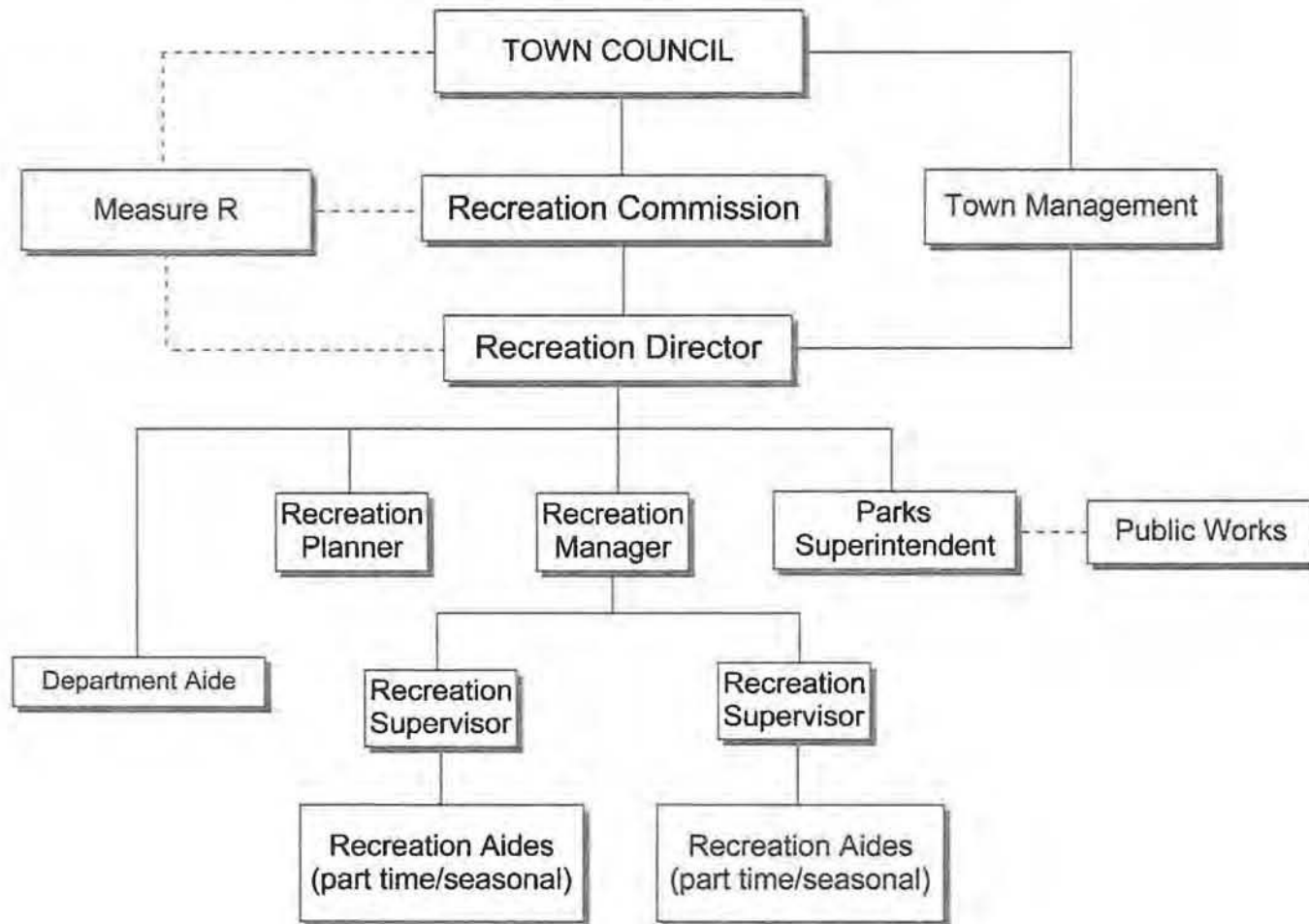
Red = 4/30/10 Tourism and Recreation Commission - Comments

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#### 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)	●	Δ	Δ	Δ			
Provide holiday programs such as Easter, Halloween, winter, Christmas tree lighting, July 4 <sup>th</sup> weekend		●		Δ			Δ
Administer youth sports funding	Δ			●			
Process special event permits	Δ					●	
Ensure adoption of the Parks and Recreation Master Plan	●		Δ				
Develop specific master plans for recreation facilities (park specific plans)	Δ		●				
Ensure adoption of the Trails System Master Plan	●		Δ				
Integrate future recreation facility needs identified in master plans into the Capital Facilities Plan, establish priorities for implementation and identify/determine funding sources	●		Δ				Δ
Develop an integrated signage and wayfinding program that includes logic/messaging	Δ	Δ	●				
Develop partnerships with public/jurisdictional agencies and private entities	●	Δ	Δ	Δ			
Collaborate and partner with the tourism industry to facilitate and support recreation events and opportunities by providing full range of necessary services and resources	●	Δ	Δ				
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	●		Δ				Δ
Prioritize implementation of Town-wide plans with appropriate partners including the USFS, Community Development Department (CDD), Public Works, DMO and private development	●		Δ				Δ
Collaborate with the tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS)	●	Δ	Δ				
Administration of grants secured for recreation programming/facilities/activities	Δ		●				
Manage Measure R application and funding process	●	Δ	Δ			Δ	
Recognize/identify, nurture and invest in recreation trend-setters and high profile athletes and programs for sponsorship development	●	Δ	Δ				
Position Mammoth to act on emerging recreation trends/opportunities identified through research and development (high altitude training center and national designations)	●	Δ	Δ	Δ			
Leverage future sponsorships with existing funding sources	●	Δ	Δ				
Develop adequate staffing and resources to deliver defined programs and projects	●	Δ	Δ	Δ			
Swimming pool operations	Δ	●		Δ	Δ		Δ
Swimming pool programs, including lessons, lap swim, free swim and swim team	Δ	●		Δ	Δ		Δ
Youth summer camps, such as wilderness camps, skate camps, etc	Δ	●		Δ	Δ		Δ
Recreation Guide classes and lessons for all seasons	Δ	●	Δ	Δ	Δ		Δ
Softball league	Δ	●		Δ	Δ		Δ
Softball tournament	Δ	●		Δ	Δ		Δ
Youth theater	Δ	●		Δ	Δ		Δ
Indoor soccer through collaboration	Δ	●		Δ	Δ		
Arts and crafts	Δ	●		Δ	Δ		
Ice rink operations	Δ	●		Δ	Δ		Δ
Ice rink programs	Δ	●		Δ	Δ		Δ
Develop interpretive programs through collaboration	●	Δ	Δ				
Provide registration and other administrative capacity for programs and activities				Δ		●	
Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down, road closures)			Δ	Δ		●	Δ
Coordinate use of Town-owned equipment such as barricades, cones, etc. for recreation				Δ		●	Δ
Collaborate with agency and non-profit partners to develop local and regional inter-jurisdictional recreation management plans	●		Δ				
Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to communicate programs, activities and other recreation opportunities	Δ	●	Δ	Δ			
Enhance public relations and outreach efforts specific to recreation programming	Δ	●		Δ			
Liaison with recreation user groups	●	Δ	Δ	Δ			
Liaison with the DMO to integrate recreation opportunities into destination marketing	●	Δ	Δ				
Ensure effective internal communication with Public Works to maintain recreation facilities	Δ	Δ	●	Δ			Δ
Maintain Whitmore Park and Pool in cooperation Mono County	Δ	Δ	Δ	Δ			●
Coordinate with NGO's providing trails maintenance through the Adopt-A-Trail program	Δ		●				
Comply with USFS requirements on special use permits	Δ		●				Δ
Develop and manage annual department budget	●	Δ	Δ	Δ			Δ
Policy development relating to recreation facilities and services	●	Δ	Δ				
Provide administrative support for Recreation Commission	●					Δ	
Manage/oversee Measure R projects in cooperation with the Finance Department and Public Works	Δ		●				Δ

● = Primary  
Δ = 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