



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

- 1. Mammoth Lakes Recreation (MLR)**
 - a. *MLR Process + Participant Roster*
 - i. **MLR Process Outline**
 1. *MLRGoochNotesDFSedit1.24*
 - ii. **MLR Participant Roster**
 1. *MLR_ParticipantRoster*
 - b. *MLR Meeting 1 - 10/02/01*
 - i. **MLR Meeting 1 Agenda - 10/02/01**
 1. *MLR Mtg Agenda 2.1.10-3*
 - ii. **MLR Meeting 1 Homework - 10/02/02**
 1. *Mammoth Lakes Recreation Inventory List*
 - iii. **MLR Recreation Inventory Exercise - 10/02/02**
 1. *MLR_InvtryExRevison_020110-4*
 - c. *MLR Meeting 2 - 100211*
 - i. **MLR Meeting 2 Agenda - 10/02/11**
 1. *mlr agenda 2.11.10*
 - ii. **USFS Inventory – Annotated – 10/02/02**
 1. *1_USFS_MRRC_Inventory – annotated*
 - iii. **FOI/MLTPA Inventory - Annotated - 10/02/02**
 1. *2_mltpa existing_services_inventory annotated*
 - iv. **Townie Effort - Scalable Staffing Needs - 10/02/16**
 1. *3_Townies Scalable Staffing NeedsJB 2.16.10*
 - v. **Townie Effort - Core Services - 10/02/16**
 1. *4_TOML_CoreServices_v2 2.16.10JB*
 - d. *MLR Meeting 3 - 10/02/25*
 - i. **MLR Meeting 3 Homework Assignment Instructions - 10/02/19**
 1. *Mammoth Lakes Recreation Mtg. #3 Homework Assignment*
 - ii. **MLR Meeting 3 Homework Assignment - 10/02/19**
 1. *MRRC_Homework_021810_ks*
 - iii. **MLR Meeting 3 Reminder (No Paper Agenda) - 10/02/25**
 1. *MLR Meeting Reminder*
 - iv. **MLR Possible Structure per Rob Clark - 10/02/26**
 1. *Mammoth Lakes Recreation Scope 2-26-10*
 - v. **MLR Possible Structure Email fr: Rob Clark - 10/02/26**
 1. *Mammoth Lakes Recreation*
 - vi. **USFS Inventory**
 1. *USFS_MRRC_Inventory*
 - vii. **MLR Meeting 3 Facilitator Notes - 10/02/25**

1. *MLR Gooch Notes 2.25.10*
- e. **MLR Meeting 4 - 10/03/05**
 - i. **MLR Meeting 4 Meeting Materials and Homework - 10/03/04**
 1. *1_MLR Meeting #4 Materials for Fri., March 5*
 - ii. **MLR Meeting 4 Agenda - 10/03/05**
 1. *2_MLR_Mtg 4 Agenda_030510*
 - iii. **MLR Possible Structure - Draft – 10/03/05**
 1. *a_MLR DRAFT Scope_030510*
 - iv. **MLR Slotting Exercise TOML Only - 10/03/02**
 1. *b_MLR_Slotting Items_TOMLONLY_030210_KS*
 - v. **MLR Slotting Exercise by Agency - 10/03/02**
 1. *c_MLR_Slotting Items_030210_KS*
 - vi. **MLR Potential Tasks and Capacities - 10/03/05**
 1. *d_MLR Potential Tasks and CapacitiesFINAL_030510*
 - vii. **MLR Recreation Inventory for TOML Core Services – 10/03/05**
 1. *MAMMOTH LAKES RECREATION INVENTORY EXCERCISE - core services*
 - viii. **MLR Facilitator Notes 10/03/05**
 1. *MLR Gooch Notes from 3.5.10 meeting*
- f. **MLR Org Chart with Non Transferable/Transferable Tasks**
 - i. **Organization Chart Graphic**
 1. *0_MMRC_meetingchart_130621_UpdatedText*
 - ii. **Town of Mammoth Lakes - Non Transferable Authorities**
 1. *1_TOML_1s_Text_FOR CHART*
 - iii. **Mammoth Lakes Recreation - Potential Tasks and Capacities**
 1. *2_MLR Potential Tasks and Capacities_030410*
 - iv. **USFS - Non Transferable Authorities**
 1. *3_USFS_1s_Text_FOR CHART*
 - v. **MLR Thank You and Final Update to Participants - 10/03/31**
 1. *Update on Mammoth Lakes Recreation*

MAMMOTH LAKES RECREATION PROCESS

Participants

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

Meeting Objectives

#1 *short meeting*

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

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

Inventories developed for TOML, MLTPA, USFS

#2 long meeting

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

Inventories consolidated

#3 long meeting

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

Draft document

#4 short meeting

Key Components of Report

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

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

Mammoth Lakes Recreation Participant Roster

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

MAMMOTH LAKES RECREATION

Meeting Agenda

3:00pm - 4:30pm

February 1, 2010, Community Center

■ Welcome & Introductions

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

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

■ Review of Process Details

□ Objectives for Four Meetings

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

□ Key Components of Recommendations/Report

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

■ **Introduce Inventory Process**

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

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

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

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

Hello, all:

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

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

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

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

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

MCWD: Greg Norby

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

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

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

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

Mammoth Lakes Recreation Inventory Exercise

Teams/Leaders:

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

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

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

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

MCWD: Greg Norby

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

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

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

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

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

** - Outside bids required

*** - Special caveat

**** - Authority unable to be relinquished

MAMMOTH LAKES RECREATION

February 11, 2010

AGREEMENTS & ASSIGNMENTS FROM 2/1/10 MEETING

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

MEETING AGENDA

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

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

Basic concepts:

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

Forest Service Inventory

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

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

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

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

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

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

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

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

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

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

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

Basic concepts:

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

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

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

	Participate in the planning of a four-season trails and public access system		
	Engaged “2 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 maintain data resources to support planning and implementation		Data development for analytic purposes to benefit project development – not simply collection
	On the ground inventories		
	Visitor/ user surveys		
	GPS/GIS		Identification of data collection as strategic tool
	Photo/image documentation		
	Master Plan, EIR/EIS, other planning and regulatory document archive		
	Informational document archive		
Stewardship/Volunteerism	Foster Stewardship and Community Participation Develop and sustain		Development of volunteer capacity – identification and development of volunteer resources Sustained forum for engaged user

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

			opportunities and effective deployment of awarded grants
	Donations		
	Business partnerships		
	Memberships		
	Gov financing – bond/tax measure promotion		
Advocacy	<p>Advocate for Trails and Public Access</p> <p>Participate in public policy formation</p> <p>Promote recreation activities and programming</p> <p>Advocate at the local, state, and federal levels</p>		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	<p>Champion Physical Trails Development</p> <p>Fund projects</p>		
	Contracts		Contractual Services (ie MLTPA Measure R contract)
	Programs		
	Convening, facilitating, commenting		
	Project managing		
	Consultant management		
	Maintenance – trails, trailheads, campgrounds, picnic areas		
	Construction (e.g., Convict disabled fishing deck)		
Coordination	User groups (e.g., Mammoth Trails)		
	Multi-party planning (e.g., SHARP)		
	Promoting public engagement		
	Value creation through opportunity identification		

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

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

Scalable Staffing Needs – for Townies Discussion

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

Town Parks & Recreation Core Services

Critical Services:

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

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

Critical Services the Town provides because no one else will:

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

Critical Services to be provided when resources are available:

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

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

Mammoth Lakes Recreation-Type Organization

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

Shared: Town and MLR

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

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

Hello!

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

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

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

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

Looking forward to seeing you all next week!

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

Mammoth Lakes Recreation Homework Assignment #2

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

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

Interagency Coordination

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

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

☐ TOML

☐ MLR

☐ Other

Data Management, Maintenance, and Development

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

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

☐ TOML

☐ MLR

☐ Other

Stewardship

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

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

☐ TOML

☐ MLR

☐ Other

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

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

Outdoor-Recreation Programming

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

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

☐ TOML

☐ MLR

☐ Other

Outdoor-Recreation Planning

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

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

☐ TOML

☐ MLR

☐ Other

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

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

☐ TOML

☐ MLR

☐ Other

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

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

☐ TOML

☐ MLR

☐ Other

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

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

☐ TOML

☐ MLR

☐ Other

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

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

☐ TOML

☐ MLR

☐ Other

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

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

☐ TOML

☐ MLR

☐ Other

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

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

☐ TOML

☐ MLR

☐ Other

Outdoor-Recreation Infrastructure Implementation

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

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

☐ TOML

☐ MLR

☐ Other

Seasonal transition of trails and recreation amenities.

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

☐ TOML

☐ MLR

☐ Other

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

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

☐ TOML

☐ MLR

☐ Other

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

Ex: Whitmore Pool, Ice Rink,

Communication and Participation

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

Ex.: Mammoth Trails

☐ TOML

☐ MLR

☐ Other

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

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

☐ TOML

☐ MLR

☐ Other

Outdoor-Recreation Events

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

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

☐ TOML

☐ MLR

☐ Other

Economic Opportunities

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

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

☐ TOML

☐ MLR

☐ Other

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

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


☐ TOML

☐ MLR

☐ Other

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

Ex: High Altitude Training, Saturday Bike Rides

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

1 Attachment, 52 KB

Hi, everyone!

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

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

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



PO Box 100 PMB# 432
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Mammoth Lakes Recreation Possible Structure

1. Broadly Based Board of Directors (Parks, Trails and Recreation)
 - a. Community Members
 - b. Town Representative
 - c. FS Representative (if permitted)
 - d. Fiends of Inyo Representative
 - e. Mono County Representative
 - f. Organized sports group representatives (soccer, softball, etc)
 - g. Business representatives
 - h. School District Representative

2. Broadly Based Mission
 - a. Contract with Town based on Measure R scope
 - b. Advocacy for outdoor recreation
 - i. Marketing and Advertising
 - ii. Policy Development
 - c. Partnerships and contracts with other agencies
 - i. Forest Service
 - ii. County
 - iii. Friends of Inyo
 - iv. National Parks
 - v. Others?
 - d. Fundraising Activities
 - i. Memberships
 - ii. Donations
 - iii. Sponsorships
 - iv. Grants
 - e. Programs

3. Contract with Town of Mammoth Lakes
 - a. Initial three year term
 - b. Measure R funding allocation
 - c. Defined scope of work: (Aligned with implementation of the Parks, Recreation and Trails Master Plans)
 - i. Provide consulting services in preparing planning documents based on an agreed scope of work (facilitate public outreach, develop maps and exhibits, coordinate work of other consultants, etc.)
 - ii. Develop and maintain GIS elements relating to outdoor recreation and collect and maintain other data relevant to the scope of work
 - iii. Participate in the Town's Mobility Working Group.
 - iv. Provide policy recommendations to the Town Council on matters relating to the scope of work.
 - v. Prepare grant applications for the Town and administer grants for the Town with in the scope of work.
 - vi. Assist with marketing efforts and development of marketing materials.

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

John and Wendy:

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

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

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

Thanks,
Rob
Robert F. Clark

Town Manager

Town of Mammoth Lakes

P.O. Box 1609

Mammoth Lakes, CA 93546

Phone: 760-934-8989 x226

FAX: 760-934-6383



Forest Service Inventory

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

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

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

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

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

- USFS produces interpretative information and materials and recreation maps, brochures and other materials.
 - Materials may be produced by other agencies of partners subject to USFS final review and decision authority over products produced with federal monies or for formal USFS use and distribution.
 - USFS with partners (ESIA etc.) provides guide books, general recreation maps, visitor information etc.)
 - USFS produces educational/interpretive films with a new product approximately every three years – Log Cabin Mine film was the last one, Birds of Mono Basin in progress.
 - USFS also produces educational shorts for you tube and other venues.

- Recreation-Based Events (venue/facility rental, timing systems, traffic control, registration)
 - Generally, USFS does not promote, organize or hold recreation-based events, we do authorize and permit recreation events, however, there is much more to recreation than recreation-based events. The USFS on the Mammoth – Mono Districts manages:
 - 35 Concession campgrounds,
 - 5 for fee Forest Service Campgrounds,
 - 3 free Forest Service campgrounds,
 - 25 plus day use sites (comprising over 100 toilets and other facilities – cleaned on a daily basis during peak season.
 - 13 designated interpretive sites
 - 5 boat launches
 - 1 Public beach
 - 300 miles of trail
 - 1500 miles of road/ motorized trail
 - Portions of 4 wilderness areas
 - South Tufa interpretive site
 - Reds Meadow Shuttle system (in partnership with ESTA as of last year)
 - USFS interpretive programming
 - A large OHV enforcement/ O&M and Restoration program
 - 100 Miles of OSV groomed trail system
 - Deadman Nordic ski area
 - Signage and wayfinding for all of the above – roads alone comprise over 2500 signs.
 - Etc.
 - See special use permitting – recreation events on USFS are subject to permitting requirements. This is a non-delegable authority.
 - A permit holder may in their initial permit application or as a proposed amendment request to incorporate a list of several

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

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

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

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

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

MAMMOTH LAKES RECREATION PROCESS

Gooch's Notes from 2/25/10 Meeting

GENERAL DISCUSSION OF MLR ROLE & RESPONSIBILITIES

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

FLIP CHART NOTES

MLR ROLE & STRUCTURE

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

MAMMOTH LAKES RECREATION PROCESS

Gooch's Notes from 2/25/10 Meeting

Page 2

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

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

AGREEMENTS / ASSIGNMENTS

- ☐ MLR RECOMMENDATION TO BE DRAFTED & REVIEWED AT NEXT MEETING

MAMMOTH LAKES RECREATION

Meeting Agenda

3:00-4:30 p.m.

March 5, 2010

Mammoth Lakes Community Center

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

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

Hello, everyone:

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

HOMEWORK

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

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

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

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

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

FRIDAY'S PROJECT

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

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

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

Thanks!

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

MAMMOTH LAKES RECREATION

Meeting Agenda

3:00-4:30 p.m.

March 5, 2010

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 - vi. "Annualized Budget Projection"
 - vii. "Funding Streams"
- 5) Next Steps
- 6) Adjourn

Mammoth Lakes Recreation

Possible Structure

DRAFT: March 5, 2010

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

Mammoth Lakes Recreation Grouping/Slotting Exercise for TOML

TOWN OF MAMMOTH LAKES

“1” – Townie Group

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

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

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

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

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

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

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

Youth theatre

“2/3” - Townie Group

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

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

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

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

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

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

- ☐ Apply for and administer OSV/OHV grant funds.
- ☐ Produce and distribute Winter Recreation Map (OHV grant-funded).
- ☐ Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides (under contract with Eastside Ventures; second year of three-year contract).
- ☐ Produce and distribute Mammoth Ice Rink brochure.
- ☐ Produce and distribute Mammoth High-Altitude Fitness brochure.
- ☐ Manage and produce the adult men's/coed softball tournaments (19 teams).
- ☐ Manage and produce the Whitmore Pool Opening Day and Free Swim Day event.
- ☐ Manage and produce the Winter Adult Indoor Soccer Tournament.
- ☐ Manage and produce the Town Tree Lighting Ceremony, Halloween Carnival, Easter Play Day and Community Egg Hunt, Crafts in the Mall/Visit Santa, and POPS in the Park.
- ☐ Contract and assist in the production of the July 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]
- ☐ Utilize research from various sources including the P&R Master Plan to create new programs and enhance existing programs. [ALSO MARKED AS A 1]
- ☐ The department manages an active volunteer database of approximately 80-100 volunteers.
- ☐ Volunteers are an integral component of the department and contribute to the successful production of many recreation- and entertainment-based events. These include the Halloween Carnival, T-Ball League, Tree Lighting Ceremony, "Hot Shots" Basketball League, and installation of the Mammoth Ice Rink.
- ☐ The department performs limited "as-needed" fundraising activities.

Mammoth Lakes Recreation Slotting Exercise by Agency

TOWN OF MAMMOTH LAKES: "TOWNIE GROUP"

Ones

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

Twos/Threes

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

TOWN OF MAMMOTH LAKES: FACILITIES

Ones

- ☐ MLR cannot use Measure R funds to provide any service level currently provided by the Town because of supplanting restriction.
- ☐ Provide insurance for Town-owned.
- ☐ Require insurance from user groups.
- ☐ Issue use permits for Town-owned.
- ☐ Prepare CEQA documents.
- ☐ Enforce rules on Town-owned.
- ☐ Hold permits for USFS-owned.
- ☐ Comply with grant conditions.
- ☐ Comply with state law regarding “public” facilities/public money.
- ☐ Ensure compliance with local, state, and federal laws.
- ☐ Budgeting for all aspects of “facilities” described above.
- ☐ Manage budgets for maintenance of facilities.
- ☐ Adoption of General Plan, specific/master plans, regulations, standards and specifications, and implementation plans (related subjects include wayfinding and interpretive signage, trails and staging areas, mobility, event facilities, active and passive park and recreation facilities).
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- ☐ Require insurance (events).
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- ☐ Design projects.
- ☐ Environmental review
- ☐ Mitigation and Condition of Approval monitoring
- ☐ Provide professional planning, engineering, and design services.
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- ☐ 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]
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- ☐ Landscape maintenance [ALSO LISTED AS A 3]
- ☐ Trail and sidewalk snow removal [ALSO LISTED AS A 3]

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

Twos/Threes

- ☐ Raise money for improvements.
- ☐ Seek grants for improvements.
- ☐ Arrange services (events).
- ☐ Financial support (events)
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TOWN OF MAMMOTH LAKES: CORE SERVICES

Ones

- ☐ Process special event applications (tourism function).
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- ☐ Process supplemental trolley applications (TOML/ESTA function).
- ☐ Process trolley advertising applications (TOML/ESTA function).
- ☐ Process facility use agreements – includes insurance waivers.
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- ☐ Contract camp instructors.
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 - Indoor soccer
 - Martial arts
 - Nordic walking

- Adult lap-swim/clinics
- Yoga
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 - Tennis clinics and camps
 - Yoga
 - Summer camps:
 - Cruisers
 - Youth climbing camp
 - Skate camp
 - Wilderness camp
 - Sports camp
 - U.K. International Soccer Camp
 - Youth theatre

Twos/Threes

- Apply for and administer OSV/OHV grant funds.
- Produce and distribute Winter Recreation Map (OHV grant-funded).
- Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides (under contract with Eastside Ventures; second year of three-year contract).
- Produce and distribute Mammoth Ice Rink brochure.
- Produce and distribute Mammoth High-Altitude Fitness brochure.
- Manage and produce the adult men's/coed softball tournaments (19 teams).
- Manage and produce the Whitmore Pool Opening Day and Free Swim Day event.
- Manage and produce the Winter Adult Indoor Soccer Tournament.
- Manage and produce the Town Tree Lighting Ceremony, Halloween Carnival, Easter Play Day and Community Egg Hunt, Crafts in the Mall/Visit Santa, and POPS in the Park.
- Contract and assist in the production of the July 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]
- ☐ Utilize research from various sources including the P&R Master Plan to create new programs and enhance existing programs. [ALSO MARKED AS A 1]
- ☐ The department manages an active volunteer database of approximately 80-100 volunteers.
- ☐ Volunteers are an integral component of the department and contribute to the successful production of many recreation- and entertainment-based events. These include the Halloween Carnival, T-Ball League, Tree Lighting Ceremony, "Hot Shots" Basketball League, and installation of the Mammoth Ice Rink.
- ☐ The department performs limited "as-needed" fundraising activities.

INYO NATIONAL FOREST: MAMMOTH RANGER DISTRICT

Ones

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

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

Twos/Threes

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

MLR Potential Tasks and Capacities 03/04/10

from TOML Inventory

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

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

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

- ☐ Apply for and administer OSV/OHV grant funds.
- ☐ Produce and distribute Winter Recreation Map (OHV grant-funded).
- ☐ Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides (under contract with Eastside Ventures; second year of three-year contract).
- ☐ Produce and distribute Mammoth Ice Rink brochure.
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- ☐ Manage and produce the adult men's/coed softball tournaments (19 teams).
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- ☐ 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]
- ☐ Utilize research from various sources including the P&R Master Plan to create new programs and enhance existing programs. [ALSO MARKED AS A 1]

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

from Forest Service Inventory

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

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

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

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

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

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

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

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

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



MAMMOTH LAKES RECREATION INVENTORY EXERCISE

TEAM: "TOWN OF MAMMOTH LAKES CORE SERVICES"

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

MAMMOTH LAKES TOURISM & RECREATION DEPARTMENT

Parks and Recreation Vision

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

Department Overview

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

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

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

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

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

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

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

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

2. Fiscal

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

3. Product

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

4. Recreation-Based Events

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

5. Entertainment-Based Events

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

6. Planning*

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

7. Capital Facilities

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

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

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

9. Data Collection / Research

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

10. Stewardship / Volunteerism

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

11. Programming

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

11.1.1. Winter/Spring

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

11.1.2. Summer/Fall

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

12. Operation

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

13. Fundraising/Resource Development

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

14. Advocacy

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

15. Project Management

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

16. Coordination/Collaboration

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

Special Designations within each category:

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

** Outside bids required

*** Special caveat

**** Authority unable to be relinquished

MAMMOTH LAKES RECREATION PROCESS

GOOCH'S NOTES *for* MARCH 5, 2010

DRAFT

AGREEMENTS

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

NEXT STEPS

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

FLIP CHART & GENERAL DISCUSSION NOTES

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

MAMMOTH LAKES RECREATION PROCESS

GOOCH'S NOTES *for* MARCH 5, 2010

DRAFT, page 2

FLIP CHART & GENERAL DISCUSSION NOTES CONTINUED...

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

1

- 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

See TOML inventory for complete list.

“Augmenting Agency Capacity”



1

- **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.

See USFS inventory for complete list.

**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] *

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

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

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

2/3

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

from TOML Inventory

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

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

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

- ☐ Apply for and administer OSV/OHV grant funds.
- ☐ Produce and distribute Winter Recreation Map (OHV grant-funded).
- ☐ Produce and distribute Winter/Spring & Summer/Fall Mammoth Recreation Guides (under contract with Eastside Ventures; second year of three-year contract).
- ☐ Produce and distribute Mammoth Ice Rink brochure.
- ☐ Produce and distribute Mammoth High-Altitude Fitness brochure.
- ☐ Manage and produce the adult men's/coed softball tournaments (19 teams).
- ☐ Manage and produce the Whitmore Pool Opening Day and Free Swim Day event.
- ☐ Manage and produce the Winter Adult Indoor Soccer Tournament.
- ☐ Manage and produce the Town Tree Lighting Ceremony, Halloween Carnival, Easter Play Day and Community Egg Hunt, Crafts in the Mall/Visit Santa, and POPS in the Park.
- ☐ Contract and assist in the production of the July 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]

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

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

2/3

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

from Forest Service Inventory

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

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

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

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

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:

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

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

2/3

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

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

2/3

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

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

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

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.

2/3

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		

2/3

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/Communication s	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

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

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

2/3

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

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

2/3

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		

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		

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

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

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

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

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

All-

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

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

1. Expanding its existing relationship with MLTPA for the development and management of the Town's component of the Mammoth Lakes Trail System (MALTS)
2. Preparing a budget and program of work for delivery of core recreation services in Mammoth Lakes

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

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

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

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