

Town of Mammoth Lakes

MAMMOTH LAKES RECREATION PROCESS

Report to the Mammoth Lakes Town Council

5.0

Presented by:



Table of Contents

Part 1: Organizing for Success	3
Executive Summary	4
Project Overview	6
Project Description	7
Mammoth Lake Recreation Vision and Guiding Principles	8
Desired Recreation Outcomes	10
Mammoth Lakes Recreation Strategies	11
Proposed Organizational Structure	13
Mammoth Lake Recreation Functions	15
Proposed Funding Allocations for MLR	18
Transition Plan	20
Appendix	21

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Executive Summary

Introduction

The community of Mammoth Lakes is committed to providing a world class recreation experience for the local community and visitors alike. The Vision for Mammoth Lakes Recreation “...is to be the best alpine recreation community in the country.” To this end, there is a strong awareness that the fundamental purpose of this commitment is to provide as many ways possible for people to “re-create and renew” themselves and find a greater sense of well-being. In fact, this sense of “re-creation” provides a proper definition and context for the primary driving concept behind the formation of Mammoth Lakes Recreation (MLR). MLR has been conceived as a useful and important way to enhance and build on existing recreation assets and opportunities that exist from both the public and private sector. When combined and integrated these assets can indeed provide a world class opportunity to renew oneself and what better place to do so than in beautiful Mammoth Lakes.

Mammoth Lakes Recreation

The Town of Mammoth Lakes (TOML) Council, Steering Committee, and public participants have expressed consistent agreement during each phase of this project that the community (1) will need to augment and enhance recreation assets (venues, programs, services) to remain competitive with similar resort environments, and (2) the window of opportunity to invest proactively will not remain open for long.

Each phase of this project was framed around “the WHY?” – that is, “Why?” the TOML and surrounding community should prioritize and focus strategic investments on creating premier recreation assets and experiences that build upon the unique natural strengths of this alpine environment. While preserving the current valued role of the TOML Municipal Recreation functions the participants in this development process have exhibited real “community courage” in seeking the long view via a new and complementary MLR.

MLR provides an “introduction to the future!” by augmenting the operational capabilities of Municipal Recreation (MR) through targeted investments and capital growth in an overall approach designed to foster real value for the community. The combined capabilities of MR and MLR offer the community a canvas to paint the picture forward to achieve the consensus vision for Mammoth Lakes. Achieving this vision is critical to realizing a sustainable economy that is resilient in the face of unpredictable weather and climate patterns that may impact tourism.

Several issues emerged during the Phase 2 dialogue process which provide additional context for this report and are addressed in this final proposal. It is critical that the addition of MLR functions as “value-added” for purposes of implementing recreation strategies with the following anticipated benefits:

- Non-duplicative – delineation of roles, functions, and accountabilities between MR and MLR will be designed to enhance community-wide outcomes at each step of strategy implementation
- Streamlining - commissioning the new MLR Board provides an opportunity to focus strategy and reduce the overall number of committees and commissions supporting recreation for greater overall coherence and timely action
- Raise-the-Bar - the new MLR Board should guide the achievement of significant outcomes long planned by the community (see RecStrats I & II) but not yet achieved
- Accountability to the TOML Council - consistent with Measure R & U requirements and in a manner that achieves results while building community trust
- Catalyst - an MLR that focuses on “breathing life into recreation assets” while preserving TOML management, operation, and long-term ownership of those assets
- Indoor/Outdoor – a focus on seasonally targeted year round recreation that offers local residents and visitors satisfying indoor and outdoor experiences

The Desired Outcomes

Implementing MLR should enhance the contribution of MR to achieving desired community outcomes which address a variety of areas from community health to economic vitality.

Prospective outcomes include the following:

- ✓ Increased total user participation in recreation activities
- ✓ Increased economic impacts based upon target Indicators
- ✓ Increased user participation from target market segments
- ✓ Total satisfaction with the recreation experience
- ✓ Increase in recreation products linked to target market segments and priorities established during Rec Strats I & II
- ✓ Encouraging a healthy community
- ✓ Strengthening the “Mammoth” brand
- ✓ Fostering awareness and support for stewardship of the region’s natural resources

Project Overview

The MLR development process is a natural extension of the TOML and community desire to place a high priority on recreation **as both a quality of life opportunity and an important economic development strategy.**

MLR was originally a facilitated process designed to explore the potential of a separate entity to develop a recreation vision and strategy. The MLR process came to a halt in 2010 and the effort to develop a vision and strategy was later continued with the development of Rec Strats I & II. Rec Strats I & II sought to identify recreation project priorities within the community and to develop strategies to effectively implement and achieve those priorities. Both studies recognized the importance of capital investment in recreational development projects while providing and enhancing user experiences of existing recreation assets.

On May 1, 2013 the TOML Council approved the formation of the MLR Steering Committee to develop recommendations for the Council regarding the formation of a MLR entity.

A five step process was drafted by members of the Council, the Recreation Commission, and TOML staff to retain a consultant to develop and guide a process with the goal of collectively determining if there is a need for MLR at this time or whether the existing recreation structure provides the services that are needed.

Project Goals:

1. To determine if there is a need for a MLR entity at this time or if the current existing recreation structure should remain in place.
2. To provide an opportunity for the MLR Steering Committee to assess the available information on the current marketplace and community needs and determine if a new entity is needed.
3. To assist participants in understanding a range of perspectives on this issue and to determine a common one.
4. To develop a recommendation to the TOML Council - after several defined steps - to move ahead with the development of MLR or not.

Project Description:

The project description recommended by the TOML Council Includes the following:

Phase 1:

- **Convene, document, and facilitate** the number of necessary MLR Steering Committee meetings
- **Provide technical expertise and structural framework** to the facilitation process
- **Produce a report**, identifying recommendations for TOML Council regarding the decision to either move forward with the formation of a MLR entity or not form an entity at this time

Phase 2:

- Phase 2 was recommended by the TOML Council and the consultant team guided the Steering Committee on the following:
 - Creating a vision/mission statement
 - Developing appropriate bylaws
 - Identifying a preferred organizational structure, a comprehensive business plan, a realistic funding structure
 - Identifying relationships with existing recreation/jurisdictional entities
 - Identifying a timeline for the formation of a MLR entity

In Phase 1 the TOML Council formed a Steering Committee designed to provide critical input to the MLR Process. A series of three meetings were conducted on July 22, August 5 and August 19, 2013. A total of nine hours of meeting time was facilitated and in that time the Steering Committee was guided through a process that developed a recommendation to preserve the MR program while moving ahead with further consideration and design possibilities for MLR in the context of an overall effort to augment and enhance all recreation within the community.

The TOML Council approved this recommendation and moved forward with a smaller nine person Phase 2 Steering Committee. The Steering Committee was convened to review and discuss MLR formation possibilities during meetings on November 12, December 2, and December 16, 2013. The issues discussed included strategies, structure, funding, and potential measurements that would define success for the new organization. A first draft version of this report and final proposal was subsequently reviewed and edited by the Steering Committee on January 6, 2014 and completed during the final meeting on January 27, 2014. It is important to note that public participation was invited, actively encouraged, and inputs factored into the final proposal throughout this very transparent process.

Mammoth Lakes Recreation Development Process

In discussing and developing MLR as an organization the Steering Committee followed a multi-step process that included affirming the vision, specifying desired recreation outcomes, considering and refining a possible organizational structure, funding investment strategies and implementation steps, and finally measurement for overall organizational effectiveness.

Mammoth Lakes Recreation Process

These steps were designed to bring about the desired gains for the community (as outlined



during the July/August Steering Committee proceedings) that go beyond (enhance and augment) the current MR program provided by the TOML. These efforts were also designed to most effectively use Measure R & U funding in a strategic approach to leverage the funds in a manner enabling significant recreation capital improvements coupled with enhanced recreation programming and services.

I. MLR Vision and Guiding Principles:

Both the vision and guiding principles for the TOML (via MLR and MR) were previously defined during Rec Strats I & II and have been carried forward and affirmed by the Steering Committee for the current MLR development process.

The vision is bold and challenges the community to serve both residents and visitors in providing high quality opportunities for re-creation and self-renewal.

The guiding principles adopted from Rec Strats I & II provide a consistent and necessary balance between quality of life, economic vitality, and active stewardship of primary natural assets.

Mammoth Lakes Vision:

“....to be the best alpine recreation community
in the country.”

Guiding Principles:

The guiding principles to achieve the vision assumes key partners all working together to make the Mammoth Lakes region the best alpine outdoor-recreation community in the United States. These principles are to be used as overarching guidelines when new ideas, strategies, investments, and priorities are being considered for implementation. The guiding principles include the following:

- **Stewardship/Management:** The use of recreation as a stewardship/management tool. From the resource perspective, recreation can serve as a way to manage and preserve recreation capacity, including existing and new recreation opportunities. Also, it allows for greater education of the public in their role of resource uses and protection.
- **Economic Development:** The use of recreation as an economic-development tool is important to improve and grow the overall local economy. This includes the ability to build upon existing core recreation activities and creates an overall defensible market position for the TOML as a recreation destination.
- **Quality of Life:** The use of recreation for community enhancement and quality-of-life improvements makes the TOML a desirable place to live and serves as a key attractor for business and labor.

II. Desired Recreation Outcomes:

The Steering Committee also identified specific outcomes MLR (and MR) should seek to achieve. These outcomes represent “sign posts” for targeting strategic investments and gauging short and long term impacts relative to the vision and guiding principles.

Outcome and Indicator Framework (proposed):

- ✓ **Increased total user participation in recreation activities (residents and visitors)**
 - Recreation activities
 - Arts and cultural activities
- ✓ **Increased economic impacts based upon target indicators (revenues, length of stay, tourist accommodation units, job creation, and other multipliers, etc.)**
 - Employment and business creation
- ✓ **Increased user participation from target market segments**
 - Families
 - Target geographic sectors
 - Target demographic sectors
 - Target activities
- ✓ **Total satisfaction with recreation experience**
 - Resident and visitor survey results (year over year)
 - Improving visitor “loyalty” indicators (e.g. “net promoter score”)
 - Increased quality of recreation assets (e.g. buildings, trails, venues, events...)
 - Locals serving as ambassadors for the Mammoth Lakes recreation experience.
- ✓ **Increase in recreation products linked to target market segments and priorities established during Rec Strats I & II**
 - Increase in diversity of products and associated revenue streams
 - Increase in high end/premier offerings
- ✓ **Encouraging a healthy community (as a part of a sustainable community strategy)**
 - Supporting an active lifestyle – selected indicators
 - Reducing obesity levels – associated population health indicators
- ✓ **Strengthening the “Mammoth” brand**
 - Enhancing the brand promise of being a recreation destination
 - Enhancing the Net Promoter Score of the destination¹
- ✓ **Fostering awareness and support for stewardship of the region’s natural resources.**
 - Incorporated as part of the TOML sustainability strategy²

¹Net Promoter Score is a management tool that can be used to gauge the loyalty of a destinations [customer relationships](#). It serves as an alternative to traditional [customer satisfaction](#) research and claims to be correlated with revenue growth

²See TOML General Plan and DRCEDS for sustainability references

III. MLR Strategies:

The Steering Committee adopted the following strategies specific to MLR. These strategies are designed to achieve the identified recreation gains for the community (see appendix section for comprehensive Steering Committee meeting notes including the table of “Gains” developed during the summer 2013 Phase 1 proceedings).

1. **Partnerships** - Develop partnerships both within the community and outside the community that further support the vision.
2. **New Product Development /Experience Development** - Develop new capital projects and experiences that appeal to both local residents and visitors that enhance their overall experience and quality of life.
3. **Innovation** - Innovate existing programs in an effort to develop improved experiences and efficiencies.
4. **Leveraged Funding** - Develop additional funding for both capital and non-capital projects and programs. This should include diversifying prospective revenue streams associated with utilization of recreation assets.
5. **Provide Leadership & Advocacy** - Complement MR and provide leadership in developing destination and recreation.
6. **Implementation/Management/Operations** - Focus on new product, experiences, and execution.



The following tables clearly identify the strategy differences between MLR and MR while also illustrating the complementary contributions of each entity to advancing recreation opportunities for the community.

In this approach MR prospectively benefits from allowing existing staff to focus on delivering core recreational services while not having to be involved in a variety of committee assignments that take significant portions of time (estimated by MR staff to be approximately 50%). The

implementation of MLR strategies are designed to bring about additional recreational gains beyond existing MR programs and services.

The Steering Committee recognizes that strategies can – and often will – overlap between the two approaches and expects that this overlap will be addressed through continuing coordination and communication efforts.

Strategies

MLR Strategies (Research & Development + Investment)

- **Partnerships**-including those within the community and those outside the community
- **New Product Development /Experience Development**- includes new capital development projects
- **Innovation**- includes improvement of existing programs and projects
- **Leveraged Funding**- includes additional funding for both capital and non-capital projects and programs
- **Leadership & Advocacy**- compliments MR and provides leadership in developing both destination and elite recreation
- **Implementation/ Management/ Operations**- focus on new product execution

MR Strategies (Operations + Communications)

- **Provide Diverse Recreation Programming**-offer a variety of recreation activities that serve residents and visitors of all ages
- **Engage in Recreation Planning** - design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community
- **Foster Communication and Programming**-promote recreation activities and collaborate with user groups and public/private partners
- **Coordinate Facility Maintenance**-ensure facilities are appropriately maintained for programming needs through cooperation and communication
- **Ensure Responsible Recreation Management**-Manage recreation projects to deliver results and ensure accountability

IV. Proposed Organizational Structure

There are several key considerations with regard to the proposed organizational structure.

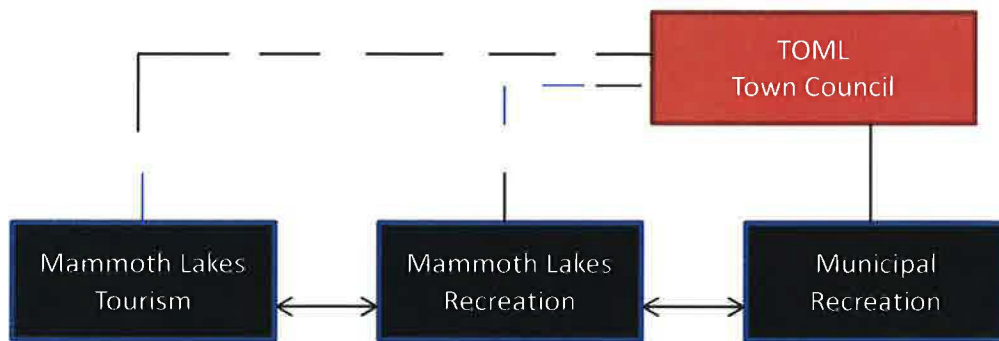
➤ **MLR Relationship with Town Council**

The proposed structure should be set up to provide dotted line accountability to the TOML Council similar to Mammoth Lakes Tourism (MLT) and Mammoth Lakes Housing (MLH). The TOML Council will retain ultimate responsibility for the funding and MLR will be tasked with providing an annual work plan and budget for TOML Council approval.

➤ **MLR Relationship with MR and MLT**

It is critical that MLR, MR, and MLT work closely to develop a strong synergy between recreational offerings and the promotion of those offerings. It is recommended these three organizations meet regularly in an effort to best realize potential recreation synergies.

Organizational Relationships

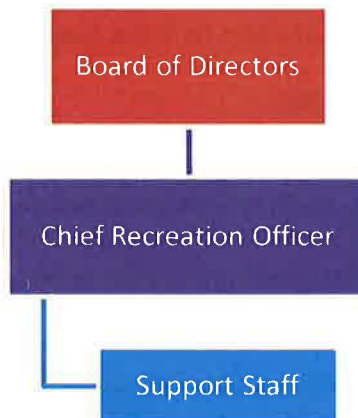


MLR will also interface with other key partner organizations including public and private sector organizations and non-governmental organizations (NGO's) as illustrated below.



➤ **Proposed MLR Organization Structure**

Within the MLR structure it is recommended the organization include a board of directors, a Chief Recreation Officer (fulfilling the executive leadership function) and a support staff as determined by budget and work plan considerations. To minimize overhead and streamline operations the organization can utilize contract accounting and legal assistance and other support when deemed necessary by the Board of Directors.



➤ **Committees**

Currently there exist several different committees within the TOML all related to recreation. These committees include the Recreation Commission (including its role in Measure R), the Measure U Committee, and the Trails Committee (MLTSCC). It is recommended that the MLR Board function as the recommendation body per all legal requirements and adopt realignments of committees and their functions designed to achieve the desired outcomes for both MR and MLR. Existing committee functions should also be incorporated into a transition timeline so as not to disrupt ongoing functions and efforts.

1. The Recreation Commission be maintained and refocused to provide an advisory and support role for municipal recreation.
2. The implementation of the trails system master plan and related functions gets absorbed by MLR. The MLR Board of Directors will determine the appropriate committee/structure to support the functions and funding investments the TOML has made to trails. MLR will provide ongoing accountability for the committed funds.
3. Measure R & U allocation functions be absorbed into MLR given that funding will likely take on a more macro level approach to support some level of capital projects. The MLR Board of Directors should determine whether an additional level of advisory support is needed to award Measure R & U funds (see Section 1.4 on page 21 in Appendix).

V. MLR Functions:

MLR Functions are designed to implement the previously identified strategic imperatives. The table below identifies proposed MLR functions aligned with the strategic imperatives along with a baseline implementation measurement. The table is designed to be descriptive not prescriptive. The Board of Directors and executive leadership will determine the final work plan.

MLR Functions

Mammoth Lakes Recreation (MLR)	Strategy	Scope of Work/Projects	Measurement
<ul style="list-style-type: none"> Engage the public in the development of town-wide recreation plans 	Leadership	Community Cultural Plan Trail Systems <ul style="list-style-type: none"> Management Programming Website Adopt-A-Trail OHV 	<ul style="list-style-type: none"> Is the public engaged in recreation planning?
<ul style="list-style-type: none"> Research and bring forward opportunities related to emerging recreation trends 	New Product Development	Leverage Private Funding	<ul style="list-style-type: none"> Number of new opportunities brought forward and implemented.
<ul style="list-style-type: none"> Develop regional project plans in collaboration with agency and non-profit partners 	Partnership & Leadership	Enable County, State and Federal Partners <ul style="list-style-type: none"> Lobbying 	<ul style="list-style-type: none"> # of region wide partnerships
<ul style="list-style-type: none"> Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services 	Partnerships	Performing Arts/ Theatre Capital Facilities <ul style="list-style-type: none"> Outdoor Events Venue Possible Field House Engage Outdoor Recreation Industry Capital Development 	<ul style="list-style-type: none"> Is the organization collaborating or insular? Has the organization developed both in town and out of town partnerships?
<ul style="list-style-type: none"> Enhance TOML efforts to produce and distribute information about recreation programs, activities and opportunities 	Innovation & Partnership	Education/ Outreach <ul style="list-style-type: none"> Educate Locals and Visitors About Recreation Assets Develop Outdoor Recreation Guide 	<ul style="list-style-type: none"> Does the organization produce and implement a communication/marketing plan/program?
<ul style="list-style-type: none"> Position Mammoth to act on emerging recreation trends identified 	Leverage Funding	Work with MLT to Promote Recreation Experience	<ul style="list-style-type: none"> How much funding has the organization

<p>through research and development</p> <ul style="list-style-type: none"> • Leverage future sponsorships with existing funding sources 		<p>Recreation Product Branding</p>	<p>leveraged?</p>
<ul style="list-style-type: none"> • 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. • Measure U administration 	<p>Management Operations/ Execution</p>	<p>MLR Board Strategic Oversight</p> <p>Product Development</p> <ul style="list-style-type: none"> - Programming Activities 	<ul style="list-style-type: none"> - Has the organization developed a strategic approach for Measure R & U funding

Municipal Recreation Functions

Municipal Recreation (MR)	Strategy	Scope of Work/Projects	Measurement
<ul style="list-style-type: none"> • Provide specialty local programming • Host community events; Free or mostly subsidized type community/local activities • Administer annual Youth Sports funding program 	<p>Provide Diverse Recreation Programming</p>	<ul style="list-style-type: none"> - Birthday parties, school events, etc. - Easter Carnival, Town Clean-Up Day, July 4 Spectacular, Halloween Carnival, Town Tree Lighting Ceremony, etc. 	<ul style="list-style-type: none"> - Is the public engaged in targeted recreation activities?
<ul style="list-style-type: none"> • Engage in recreation planning that increases recreation opportunities, and maximizes Town assets 	<p>Engage in Recreation Planning</p>	<ul style="list-style-type: none"> - PRMP, TSMP, etc. 	<ul style="list-style-type: none"> - Is the public engaged in recreation planning?
<ul style="list-style-type: none"> • Advertise and promote recreation products/facilities through a variety of paid/non-paid channels 	<p>Foster Communication and Programming</p>	<ul style="list-style-type: none"> - Produce and distribute comprehensive Summer/ Fall Mammoth Lakes Recreation Guide and seasonal facility brochures. 	<ul style="list-style-type: none"> - Are promotional materials positively impacting participation?
<ul style="list-style-type: none"> • Create and deliver customer centric, value driven programming and manage/operate seasonal programming of Town facilities • Oversee the daily operation of the online reservation system/Point of Sale (ActiveNet) • Coordinate maintenance of town facilities along with users • Contract with Inland Aquaculture LLC for stocking the Lakes Basin and liaise with the Eastern Sierra Fishing Coalition. 	<p>Coordinate Facility Maintenance</p>	<ul style="list-style-type: none"> - Multi-Use facility, Whitmore Pool, Community Center, etc. - Provide daily reconciliation of services/facilities for the finance department - Skate park, play areas, fields, park master planning 	<ul style="list-style-type: none"> - Are venues and facilities well-maintained and on budget? - Do customers express satisfaction with recreation facility operations and maintenance?
<ul style="list-style-type: none"> • General coordination with Town staff on the delivery of recreation services • Coordinate the delivery of traditional community sports provided by local youth/adult organizations 	<p>Ensure Responsible Recreation Management</p>	<ul style="list-style-type: none"> - Process Special Event Permits, Facility Use Agreements, Facility rental Forms, support events with TOML equipment/resources - AYSO soccer, MC Little League, Swim Team, Youth Ice Hockey 	<ul style="list-style-type: none"> - Is coordination with Town Staff meeting expectations?

VI. Proposed Funding Allocations for MLR

The table below identifies a conceptual funding allocation approach that can be considered in making final funding determinations (the MLR board of directors will develop a specific operating budget). The scenarios are based on a general limited range (15%-20%) of overhead and the balance of funding available for both capital and non-capital projects.

It should be noted that one of the strategic “leverage” goals is for MLR to achieve enhanced funding that at least matches overhead costs so as to make the overhead expensed revenue neutral over a reasonable time frame. In effect this means a goal of achieving zero overhead as a charge against Measure R & U funding thus preserving 100% of this funding for projects.

Capital projects are estimated at about 60% of revenue which suggests a hybrid approach to Measure R & U funding that includes investment in capital projects and other investments.

MLR Funding Allocation Scenarios

	Senario 1	Senario 2
Income:		
Measure R	\$970,000	\$970,000
Measure U	\$800,000	\$800,000
Total	\$1,770,000	\$1,770,000
Expenses:		
Overhead	15%	20%
Overhead %	\$265,500	\$354,000
Available Funds:	\$1,504,500	\$1,416,000
Capital Projects	\$902,700	\$849,600
Other	\$601,800	\$566,400
Total Expenses	\$1,770,000	\$1,770,000

- Assumptions:
 - Overhead costs to range between 15%-20%
 - **Outside leverage should at least match overhead costs so as to be revenue neutral**
 - Capital project spending is projected at 60% of available funds. Final percentage will be developed by the MLR board for Town of Mammoth Lakes Council approval
 - Assumes no cooperative funds in this scenario except project funds
 - Overhead costs will become zero as a charge against Measure R & U funds over time
 - The allocation approach assumes preserving existing commitment to Measure R & U funding commitments through the transition process
 - The budget assumes a fully transparent process with the Town of Mammoth Lakes

VII. Transition Plan

The MLR transition includes three separate transition tracks:

- **Formation Issues-** Includes items necessary to the formation of Mammoth Lakes Recreation.
 - Given there are a significant number of transition issues it is recommended the current Steering Committee be utilized as the MLR Formation Committee. This transitional Formation Committee will provide guidance in setting up the organization at which time the organization will develop its own formal Board of Directors.
 - If approved by the TOML Council the transitional Steering Committee should appoint a chairperson, schedule meetings , and a timetable for completing the transition action items timely to the proposed launch date.
- **Operation Issues-** Includes items essential to the ongoing operations of the organization.
- **Strategy and Planning Issues-** Includes issues related to planning and strategic direction of the organization.

Each track is outlined in detail in the Appendix section.

Appendix

Mammoth Lakes Recreation Transition

Track 1 Formation Issues

The following actions are proposed to enable development of the new MLR while providing a smooth transition from the existing structures and processes.

1.1 Determine Organizational Type

In considering Mammoth Lakes Recreation there are several options to consider in forming the legal organization. These types of organizations are typically 501 (c) 6 otherwise known as Trade and Professional organizations. There are some limitations, such as the prohibition of some forms of political advocacy, as well as some foundations and grants are limited to 501 (c) 3 charities.

1.2 Board of Directors Considerations

- Mammoth Lakes Recreation board members should be representative of recreation interests within the community. The board may want to consider having “representative seats” such as a seat for the Town or county. These seats would be non-voting but serve as a way to provide outreach to the designated organization. Additionally the board may want to consider having an at large seat that represents the border community or specific elements of the community.
- Mammoth Lakes Recreation board members should bring expertise, integrity and passion to the new organization. Board members should seek to represent the best interests of the recreation community and refrain from representing their own individual business or having a self-serving agenda.
- When choosing representatives for the organization the board should seek to attract top decision makers that are well known and respected within the Mammoth Lakes community.
- Mammoth Lakes Recreation should consider formalizing term limits and nomination procedure within the bylaws.

- The Mammoth Lakes Recreation Board should be limited in size, with an odd number of members to support decision-making, and quorum specified along with approved mechanisms for voting (email voting prohibited).

1.3 Board Decisions

- Elect officers (Chairman, Chair Elect, Secretary, Treasurer)
- Contract for and adoption of the Bylaws
- Write a Mission Statement (simple and succinct - in just a few words describe the organizations purpose to the community)

1.4 Town of Mammoth Lakes Relationship

- Define TOML relationship including levels of funding, reporting accountability etc. Ultimate responsibility and management of the funds rests with the Town of Mammoth Lakes and any relationship must maintain the integrity of voter measures and relationship to the town.
 - If there will be a contract with the Town consider clarifying the following:
 - Contract for specific services
 - Separate bank account for Town funds
 - Prepare to report back on use of funds in compliance with contract e.g. oral presentation and written reports quarterly
 - Obtain legal advice for the organization before signing as the organization will live by this document
- Town of Mammoth Lakes to revise Measure R expenditure plan to reflect changes with Mammoth Lakes Recreation.
- Mammoth Lakes Recreation be will be subject to the Brown Act as such appropriate steps for meetings, notice of meeting board member behavior etc. need to reviewed and adhered to.
- Office location for the organization
- Procedure for recruiting and hiring Chief Recreation Officer (President/CEO)
 - The timeframe for hiring will impact the tasks that must be completed by the Board which typically would fall under the purview of a CEO such as negotiating leases etc.
 - Need to determine desired skill set , performance expectations, salary range, , benefits etc.
 - Create contract for Chief Recreation Officer (President/CEO)

1.5 File with the IRS to receive employer identification number

- Mammoth Lakes Recreation attorney and agent for service should obtain this information.

1.6 File Articles of Incorporation with the Secretary of State

- This document typically describes the name and purpose of the organization, principle business office, statutory agent for service and other details required by state.

California Secretary of State
1500 11th Street
Sacramento, CA 95814
Main number (916) 653-7244
Website: www.sos.ca.gov

1.7 Additional California Forms, License and Permit Information

- **Franchise Tax Board** – administers personal and corporate income and franchise taxes
(800) 852-5711
www.ftb.ca.gov
- **State Board of Equalization** – Issues sellers and sales tax permits if Mammoth Lakes Recreation is going to establish a retail operations.
(800) 400-7115
www.boe.ca.gov
- **Employment Development Department** – Issues employer account numbers and administers state payroll taxes
(888) 745-3886
www.edd.ca.gov/taxind.htm
- **County and Town Information**- Town of Mammoth Lakes business license would be required for the new organization.

Track 2 - Operational Issues

Note that much of this will typically be done or coordinated by the Chief Recreation Officer (President/CEO) and will depend upon individual organization time frame for hiring and resources.

2.1 Select a bank and secure the paperwork to be completed

- Bank will require Board minutes authorizing account establishment and signatories (suggest two signatures required for all checks)

2.2 Community Outreach

- Determine what sort of immediate outreach campaign is required to announce formation of entity

2.3 Insurance - Seek quotes for insurance and purchase the following:

- Director and Officer Insurance
- Liability Insurance (consider including major annual events in policy if relevant)
- Workmen's Comp Insurance
- Medical, dental, vision as applicable

2.4 Seek quotes and contract for office set-up equipment such as:

- Copier/Fax machine leases
- Postage machine lease
- Telephone system
- Internet access
- Computers/Intranet/Printers/Projector/software etc.

2.5 Retain accountant and/or bookkeeping services depending upon structure

2.6 Determine staffing needs:

- Determine staffing needs
- Write job descriptions and determine salary ranges

2.7 Develop organization's budget

- Chart of accounts for income and expenses
- Determine Cash or Accrual Basis
- Fiscal operations – financial year
- Cash flow needs and reserves etc.

2.8 Purchase start up office supplies such as copier paper and small equipment

2.9 Order business cards and stationary

2.10 Develop a Policy Manual (needs will vary by organization but all will require the basics listed below)

- Employee handbook (also will need to develop forms for managing hiring, separation, benefits tracking, vacation requests, etc.)
- Financial Policy
 - Funds handling, bank deposits, check writing policy, bank reconciliation etc.
 - Preparation of the annual budget & approval
- Investment Policy
- Parliamentary Rules of Procedure
- Travel Policy (may be integrated into Employee handbook and/or Financial Policy)
- Press Relations (who has authority to speak on behalf of the organization)

2.11 Establish Office Procedures

- Who maintains contracts
- Who files annual update paperwork with authorities
- Who records and distributes meeting notices and minutes
- Database management for members or constituents

Track 3 – Business Plan Development

Track 3 includes the development of a strategic direction and action plan for the new organization. This plan will be developed with the Transition Formation Committee and provide overall strategic direction for the new. Steps to the development of the strategic direction include the following:

3.1 Research existing programs

- Analyze and review existing recreation development programs outlined in the draft scope of work (page 25) to determine if changes or adjustments are necessary

3.2 Community and key person input

- Interview key community members about existing recreation programs and their effectiveness

3.3 Transition Formation Committee Strategic Planning Session

- Schedule a planning session for the Transition team to refine Strategic Plan elements

3.4 Draft Plan

- Draft business plan and pro forma developed utilizing Vision, Guiding Principles, Strategies, Outcomes from the Phase 2 proposal

3.5 Draft Plan Review

- Mammoth Lakes Recreation Board and key partners to review draft plan and provide feedback for final plan

3.6 Adopt Final Plan

- New Mammoth Lakes Recreation Board adopts final plan

Mammoth Lakes Recreation Development Timeline

The following is a timeline for the development of Mammoth Lakes Recreation and includes all three of the transition tracks.

Note: The proposed “go live” date for MLR will be July 2014. The date by which all formation, transition, and planning issues are complete and MLR is “fully realized” is projected to be July 2015.

April –December 2014

May

Track 1

- Review Draft Transition Plan
- Contract for Bylaws

Track 3

- Community Input

June

Track 1

- Adopt Bylaws
- Mission Statement Development
- Determine timeframe for hiring Executive Director

Track 3

- Community Input

July

Track 1

- Determine funding levels and sources
- File with IRS
- File articles of incorporation

Track 3

- Strategic Direction planning session
- Community input

August

Track 1

- Determine organizational budget
- Office location

Track 3

- Community input

September - December

Track 2

- Select bank
- Determine & develop outreach campaign
- Organizational insurance
- Office equipment
- Organizational budget
- Organizational policy manual

Track 3

- Community input
- Strategic Directions Draft & Final Report

January – June 2014

Track 1

- Discussion of formal elections of board members

Track 2

- Initiate negotiations with Town of Mammoth for handover of recreation duties

July 2014

- Official final handover of responsibilities given to the new DMO.

DMO Development Timeline

