

**MAMMOTH LAKES RECREATION (MLR)
Board Meeting**

**MEETING
MONDAY, June 23, 2014
3:00 p.m.**

**NOTE MEETING LOCATION
Ellie Randol Room – Mammoth Lakes Branch Library
400 Sierra Park Road
Mammoth Lakes, CA 93546**

NOTE: In compliance with the American with Disabilities Act, if you need special assistance to participate in this meeting, please call (760) 934-4932. Notification 48 hours prior to the meeting will enable MLR to make reasonable arrangements to ensure accessibility to this meeting. (28CFR 35.102-35.104 ADA Title II)

NOTE: All comments will be limited by the President to a speaking time of five minutes.

ROLL CALL

Board Members: John Armstrong, Jo Bacon, Colin Fernie, Teri Stehlik, Danna Stroud, Betsy Truax, John Urdi, Rick Wood.

PUBLIC COMMENTS

ADMINISTRATIVE ITEMS

1. Approve Minutes of June 9, 2014 MLR Board Meeting
2. Acceptance of Resignation of Board Member Colin Fernie
3. Reports from Mammoth Lakes Town Staff/Contractors on recreation-related projects
 - a. Measure R and U Reconciliation
 - b. Plan Your Parks
 - c. Other
4. Review and possible action on proposed Conflict of Interest Policy as presented by By-Laws Ad Hoc Committee
5. Review and possible action on proposed “One Sheet” press release as presented by Outreach Ad Hoc Committee
6. Review Contract Framework elements as proposed by Contract Ad Hoc Committee
 - a. MLR Contracts Checklist 6-23-14
 - b. Contract Requirement Suggestions from Reconciliation Ad Hoc Committee
7. Review Budget elements as proposed by Scope of Work/Budget Ad Hoc Committee
8. Review Fundraising elements as proposed by Development Ad Hoc Committee
9. Report from Officers
 - a. Establishing Bank Account
 - b. Post Office Box secured

10. MLR Board Member reports

REQUEST FOR FUTURE AGENDA ITEMS

ADJOURNMENT

To the next meeting of the MLR Board scheduled for Monday, July 7, 2014.

I hereby certify under penalty of perjury under the laws of the State of California, that the foregoing agenda was posted on the Mammoth Lakes Tourism outside door not less than 72 hours prior to the meeting. Dated this 20th day of June, 2014.



Jo Bacon, MLR Treasurer

Minutes Of Mammoth Lakes Recreation Board Meeting
Monday, June 9, 2014

ROLL CALL

Chair Stroud called the meeting to order at 3:13 pm at the Mammoth Lakes Tourism Conference Room, 2510 Main Street, Mammoth Lakes, CA. Present were John Armstrong, Jo Bacon, Colin Fernie, Teri Stehlik, and Betsy Truax. Absent – Rick Wood and John Urdi.

PUBLIC COMMENTS

None.

ADMINISTRATIVE ITEMS

1. Acceptance of minutes of June 2, 2014 meeting.
Minutes were accepted as written (M Stehlik / S Truax / C 5-0)
2. Review, and possible action on MLR One Sheet prepared by Outreach Ad Hoc Committee.
Additional edits were discussed. An updated copy will be presented at the June 23rd meeting. At that time, a date for the formation press release will be discussed.
3. Review status, and possible action on existing MLR Ad Hoc Committees

The following changes to the Ad Hoc Committees were approved (M Stehlik / S Fernie / C 5-0)

- a. Public Comment – Teri/Danna – work complete - ENDED
- b. Bylaws – Jo/Rick/Danna – work ongoing
- c. Outreach/Communications – Betsy/Colin – work ongoing – Title updated
- d. Scope of Work/Budget – Betsy/Jo/John U. – work ongoing
- e. Reconciliation – Teri/Jo – work ongoing
- f. Contract Framework – John A./John U./Rick – work ongoing
- g. Next Steps – Betsy/Teri – work complete - ENDED
- h. 501(c)(3) – John U./Rick – work complete - ENDED
- i. Staff Description – John A./Colin – work ongoing – Danna added
- j. New Ad Hoc formed – Development/Fundraising – Danna/John A./Teri with Rick to be added if he concurs and a four-member ad hoc does not

break Brown Act rules. This Ad Hoc will focus on a fundraising strategy, a target list of donors, and a listing of potential grant sources for startup and/or continuing operations of MLR.

k. Others -- None

4. Report from MLR Contract Ad Hoc Committee.

John A. presented a first outline of Contracts Checklist. The group discussed the timing of negotiations and the level of specification needed before meeting with Town staff. Individual members can submit comments on the outline to John A. by Friday, June 13. An updated document will be presented at the June 23rd meeting.

During this discussion, it was also determined that the Scope of Work/Budget Ad Hoc would start looking at the sample contract template to determine requirements that would become part of the organization's budget. Report to be presented at the June 23rd meeting.

SPEAKING FROM THE FLOOR

Don Zeleny stated that the deliverables and measureable outcomes need to be more specific. The Board discussed that this would be a continuing process and such details would be reflected in the final negotiated contract.

Sandy Hogan asked how/where the relationship between the Town, MLR, and the USFS would be included and that the details of the contract need to protect the Town.

5. Interim Website Set Up and Maintenance In-kind Donation Offer

The Board accepted the donation from Board Member Bacon ((M Armstrong / S Fernie / C 4-0 with one abstention (Bacon))).

6. Report from Officers

a. Initial report on filing requirements

The Board reviewed the submitted document.

b. Establishing Bank Account

The Board discussed the immediate cash needs for filing documents identified in 6.a. Treasurer Bacon was authorized to contact Eastern Sierra Community Bank and Union Bank regarding available options for a checking account and to decide on which provides the best cost-effective services for MLR (M Stehlik / S Fernie / C 5-0).

7. Review, and possible action on future MLR Meeting Location.

The Board discussed pros and cons for Suite Z, the MLT Conference Room and the Ellie Randol Room at the Library. Based on easier access for the public and more space, the Board approved use of the Ellie Randol Room through the

scheduled August 18 meeting.

8. MLR Board member reports
None.

ADJOURNMENT

There being no further business to come before the Board of Directors, upon motion duly made by Fernie, seconded by Truax and carried 5-0, the meeting was duly adjourned at 4:56 pm.

Dated: 6/12/14
[Signature]
Secretary

Dear Esteemed Members of the MLR Board,

This letter formalizes my resignation from the MLR Board. I have truly enjoyed my time on this board and have learned a great deal by participating. I am impressed by the work that has been produced and am excited about the opportunity that MLR provides our community. I look forward to continuing to work with all of you as a member of Town Council. Thanks for all of your hard work.

Colin Fernie

Mammoth Lakes Recreation Conflict of Interest Policy

Article I

Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Article II

Definitions

1. Interested Person

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
- b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Article III

Procedures

1. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose

all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Article IV

Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the

financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V

Compensation

a. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Article VI

Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

a. Has received a copy of the conflicts of interest policy,

b. Has read and understands the policy,

c. Has agreed to comply with the policy, and

d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Article VII

Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.

b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded,

reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Article VIII

Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

MAMMOTH LAKES RECREATION

Annual Statement – Conflict of Interest

In accordance with the Mammoth Lakes Recreation (MLR) Conflict of Interest Policy, I, _____, member of the MLR Board of Directors, Principal Officer or member of a committee with governing board delegated powers (circle all appropriate designations) affirm I:

- (a) Have received a copy of the conflicts of interest policy;
- (b) Have read and understand the policy;
- (c) Have agreed to comply with the policy; and
- (d) Understand the corporation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Executed at _____ on _____, 20__.

Signature

Print Name

MAMMOTH LAKES RECREATION

Contact:
Email: info@mammothlakesrecreation.org

FOR IMMEDIATE RELEASE

MAMMOTH LAKES RECREATION (MLR) FORMED: New Recreation Nonprofit Created for Fundraising, Business Development, Leadership and Communication

Purpose

Seven core strategies comprise the RecStrats (adopted town recreation strategy) Plan: Winter Recreation, Non-Winter Recreation, Municipal Sports & Recreation, Trails, Special Events, High-Altitude Training, and Arts & Culture. Throughout the MLR formation process, recreation has been defined in terms of these seven strategies. MLR will have the capacity to approach recreation from a strategic standpoint, focusing on partnerships, communication, new product/experience development, innovation, leveraged funding, leadership, and advocacy. A key vision for MLR is to enhance and augment existing programs and facilities and to work toward achieving objectives identified in adopted Town plans while also actively seeking new opportunities that align with our vision.

Next steps

The MLR Board formally approved Articles of Incorporation and Bylaws to form MLR as a California Nonprofit Public Benefit Corporation on June 2, 2014. The Board will negotiate a contract for services between Town of Mammoth Lakes (TOML) and MLR to include deliverables and performance measures. In order to facilitate the strategic use of Measure R (parks, trails and recreation) and U (mobility, arts and culture, recreation) tax funds, MLR will become the recommending body to Town Council for allocation of those funds through a process that includes public input and recommendations from TOML Staff, United States Forest Service (USFS) and other interested parties. The MLR Board will work with the Measure U Committee and Recreation Commission to transition the Measure R and U recommendation processes. The board has completed transition work with the Mammoth Lakes Trails System Coordinating

Committee (MLTSCC). The Recreation Commission will continue as the advisory group to Town Council for municipal/community recreation.

Operations

MLR will be staffed by an Executive Director and a Recreation/Trails Coordinator. The MLR Board anticipates a national search for these positions with both hires in place by October 2014. MLR meetings will be governed by the Ralph M. Brown Act open meetings law, which stipulates that meetings must be public, noticed, and that agendas and minutes made available to the public. Just as it does now, Town Council retains final approval over R and U allocations. The MLR Board will be electing a permanent board in October 2014 with seven at-large positions, one appointed representative of the Town Council, and one representative of Mammoth Lakes Tourism designated by that Board. At least six Directors must be permanent residents of Mammoth Lakes. The MLR Board will soon seek applicants for the at-large positions.

Background

The MLR concept dates back to discussions held in 2009 exploring the need for a separate, non-governmental entity to develop a recreation vision and implementation strategy. Those efforts led to RecStrats I & II, which identified the vision “To be the best alpine recreation community in the country,” supported by three guiding principles: Stewardship/Management, Economic Development, and Quality of Life. In the summer of 2013, more than 30 stakeholders throughout Mono County including the entire Recreation Commission and representatives from Town Council were invited to participate in a facilitated public process to determine whether an MLR entity was needed and what it might look like. The participants recognized the current positive attributes of municipal/community recreation in Mammoth Lakes while acknowledging the potential gains and positive features for a new organization.

It is important to state explicitly that MLR will *not* replace existing TOML Recreation staff or programs. MLR will have a *volunteer* board, and the current MLR Board members are all volunteers who receive no compensation for their services. The additional funding generated through leveraging, grants, sponsorships, fundraising, etc. should eventually exceed any public funds used for operations.

Mammoth Lakes Contracts Checklist.

Introduction to Contract Considerations.

We should remember that we are focused on making Arts, Culture, and Recreation better for those who play in Mammoth Lakes. The following items include the 7 Core Strategies for Arts, Culture and Recreation from RecStrats and are part of our mission and purpose.

1. Highest quality winter recreational activities.
2. Highest quality non winter recreational activities
3. Arts and Culture
4. Municipal sports and recreation
5. Trails
6. Special Events
7. High Altitude Training

We should think in terms of actions for the Board and the Organization, such as:

- Act as the lead organization for
- Perform the duties of:
- Be responsible for:
- Research, develop and implement:
- Operate
- Report
- Be accountable for:
- Be responsible for:
- Take action to:

The following suggested contract items are taken from the TOML Agenda Bill and our own preparation process over the past year. We need to define our work product in measurable, concrete terms. It's a promise of what we will do.

1. Mammoth Lakes Trail System

- Act as the lead organization and contact point with TOML Staff as they interact with USFS for strategies, funding and projects.
- Strategies:
 - Further the purpose and function of the strategies of MLTSCC
 - Maximize community engagement
 - Promote trails stewardship
 - Maintain and develop infrastructure and facilities
 - Maintain and develop programming activities
 - Develop promotional materials
- Funding:
 - Further projects that are ready to go
 - Finish incomplete projects or programs
 - Consider continuing re-occurring programs after review
 - Maintain data sets, programs and infrastructure
 - Enhancement of connection with public lands
 - Procure funding

- Conduct public outreach and education programs.
2. Communications
 - Create an active and ongoing arts and recreation forum within Mammoth Lakes by chairing a quarterly meeting of partners and involved groups.
 - Make contact on a monthly basis with lead executives or board members of the above forum participants.
 - Manage websites
 3. Operate the Measure U application process.
 - Publicize, organize and conduct outreach and application process.
 - Provide prioritized recommendations to TOML Council.
 4. Operate the Measure R application process.
 - Publicize, organize and conduct outreach and application process.
 - Provide prioritized recommendations to TOML Council
 5. Leverage TOML funds to improve recreation in Mammoth Lakes
 - Apply for, obtain, and administer grant funding.
 - Run capital campaigns to raise funds for arts, culture and recreation facilities
 - Solicit sponsorships, donations in kind, and fundraising to match R & U funds.
 - General fundraising for MLR administration to achieve our revenue-neutral goal.
 6. Provide Leadership and Advocacy.
 - Write a strategic plan for a comprehensive recreation program for Mammoth Lakes, utilizing work performed by RecStrats I & II and complementing the Town of Mammoth Lakes Recreation Plan.
 7. Develop a communications plan and relationships with relevant town, county, state, and other governmental agencies to ensure awareness and involvement with MLR goals and projects.
 8. Develop the Business of Arts, Culture and Recreation
 - Maximize the capacity of existing facilities and professional talents and expertise of our people in Mammoth Lakes.

Measurable Outcomes of MLR Activities:

We need to define very tight and measurable indicators of success, coupled with baselines derived from past performance by related or similar groups.

- Increased total user participation in recreation activities.
- Increase in implementation of recreation facilities, programs and services linked to market segments and priorities established by RecStrats 1&II.
- Public participation in hearings and outreach projects.
- Publications and website distribution and traffic.
- Grant funding obtained
- Sponsorships obtained
- In-kind donations and cash funding obtained (projects/capital campaigns)
- Other donations (for administration, revenue-neutral goal)

Contract Framework Specific Recommendations from the Reconciliation Ad Hoc Committee (Jo Bacon and Teri Stehlik)

As we have been reviewing current and past projects, we now understand the tasks necessary to efficiently and effectively manage the Measure R and U projects and processes.

Based on that, this Ad Hoc is suggesting that the following details/specific tasks be included in the negotiations for the upcoming contract with TOML.

Note: These are not listed in any priority but are numbered for discussion purposes only.

1. Manage the public process for the next allocation of Measure R and U dollars including:

- a. Hold public hearings
- b. Combine three separate lists of projects from the Recreation Commission, and MLTSCC, and Measure U Application Committees into one strategically prioritized list.
- c. Present recommendations to Town Council

2. Open Projects

- a. Review and analyze performance reports for open projects e.g. Special Events who received Measure U dollars for Summer 2014
- b. Prioritize allocations not yet awarded and determine if older, never contracted allocations should be closed out
- c. Liaise with TOML staff on any new TOML actions on existing contracts and for those not yet awarded

3. Partnerships

- a. Be an active partner with the Town and Forest service on any additional supplemental agreements that are negotiated/agreed to under the existing Cost Share Agreements.
- b. Develop Business Plans and Operating Agreements for any facility which has multiple partners before the project commences– e.g. Performing Arts Center
- c. Coordinate programming for new facilities e.g. Mammoth Track which MLT is currently programming and promoting to potential new users.

4. Communications

- a. Manage mammothlaketrails.org and use MLR website, email and social media for expanded communication about existing recreational opportunities.
- b. Ensure that mammothlakesrecreation.org links to and interfaces with other recreation-oriented websites.
- c. Organize a recreational users group that spans all the aspects of Recreation as defined in RecStrats I & II.
- d. Begin working towards a single Calendar of Events and determine how that can best serve our community.
- e. Liaise with MLT on marketing new and existing recreation products

5. Strategic Growth / Emerging Recreation trends

- a. Research emerging trends and develop partnerships to augment existing recreational opportunities.
- b. Research grant opportunities and write grants for review/submission by Town.

6. Audits

- a. Perform Operational Audits to evaluate whether grantees have used R & U funds appropriately, efficiently, and as prescribed in the applications/contracts.
- b. Cultivate grantee relationships, provide funding program oversight, and require timely reporting.
- c. Review and reconcile Town charges for maintenance of R and U funded projects and facilities.
- d. Complete the reconciliation of all awards since the start of each tax measure and share such information with the community.

Scope of Work/Budget Ad Hoc Committee Report (Jo Bacon, Betsy Truax, John Urdi)

Contract Requirements:

The Committee met 6/13/14 and determined that the Town contract will require the following insurance:

Commercial General Liability

Automobile Liability

Professional Liability (Errors and Omissions)

Worker's Compensation – before first employee begins working – est. \$8,000 per year

Contacts have been made with local insurance agents. More information will be provided as we receive quotes.

Further, MLR will need Directors & Officers insurance which will be included in the quotes.

Budget for Form 1023 Application for Recognition of Exemption under 501(c)(3):

The committee also discussed a general framework for the IRS filing. Within that, the following was discussed:

- We are required to estimate our first three years of revenues and expenses.
- Financial Data will reflect MLR being revenue neutral for overhead costs from Measure R funding in the third year.
- We are pursuing office space options, FF&E, and other occupancy costs which will be reported on at a later meeting.
- We will presume the salary ranges as previously reported although they have not yet been finalized.

Mammoth Lakes Recreation
Financial Development Group
6/23/2014

The group met to prepare a draft outline for our financial development program.

- We will prepare a by-line able to be remembered and easily repeated that describes what we are doing.
- We will prepare a “prospectus” or high impact description of our purpose and proposed activities for potential financial donors. This is not exactly in the format of the one sheet of paper press release: it’s more condensed and speaks to concrete future actions.
- 100 for \$100: We propose an initial “short term” campaign of approaching a broad cross-section of 100 businesses and individuals in the community, requesting a \$100 donation in start-up capital from each entity or individual.
- Who are we and what are we doing here?
Some choices on a by-line:

**Mammoth Lakes Recreation -
Making Arts, Culture, and Recreation better
for those who play in Mammoth Lakes**

**Mammoth Lakes Recreation -
Enhancing Arts, Culture, and Recreation
for those who play in Mammoth Lakes**

**Mammoth Lakes Recreation -
Making Arts, Culture, and Recreation better
for kids, adults, guests and locals in Mammoth Lakes**

- We are asking for donations to :
 - Pay formation expenses
 - Obtain basic supplies and materials to operate a 501 c 3 organization.
 - Recruit and hire a professional Executive Director and Trails Coordinator.
- We are asking for endorsements of our Mission and Purpose to develop a culture of support and understanding for Mammoth Lakes Recreation. These endorsements will be asked of key potential partners in the community.
- We will invite partners to help us in creating our Master Plan.
- What will we do?

1. Lead Projects to Completion.

- Develop projects from concept to completion through systematic needs analysis, professional scrutiny, and preparation, involving all stakeholders, to provide the best choices and action for our community.

2. Raise Funds

- Obtain funds through grant writing, sponsorship, donations and endowments to enhance arts, culture and recreation in Mammoth Lakes.

3. Develop the Business of Arts, Culture and Recreation

- Maximize the capacity of existing facilities and professional talents and expertise of our people in Mammoth Lakes.
- Mammoth Lakes Tourism makes the introduction and Mammoth Lakes Recreation makes it happen.

4. Communicate and Collaborate

- Breakdown barriers, and create connections to make arts, culture and recreation better for more people, for more of the time, in Mammoth Lakes.
- Build the bridge between public and private investment opportunities to make arts, culture and recreation better for those who play in Mammoth Lakes.
- We'll do that by communicating, collaborating and producing working agreements and understandings with community partners, to create the best choices, products and programs for arts, culture and recreation in Mammoth Lakes.

Notes:

Remember that MLR speaks to many:

- Levels of Recreation: Elite, Masters, Intermediate, Novice, Citizen, Recreational, Occasional and Once in a While.
- Populations: Young, Old, Male, Female, Athletes, Coaches, Technicians, Friends, Family, Fans, Spectators, Vendors, Media, Industry and Passersby.
- Places of Origin: International, National, State, County and Local.