

## MAMMOTH LAKES RECREATION Board Meeting

MONDAY, August 18, 2014  
3:00 p.m.

### **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, Teri Stehlik, Danna Stroud, Betsy Truax, John Urdi, Rick Wood.

### **PUBLIC COMMENTS**

### **ADMINISTRATIVE ITEMS**

1. Approve Minutes of August 4, 2014 MLR Board Meeting
2. Contract Deliverables Update
  - a. Review Revised Exhibit A and B as provided by Contract Ad Hoc Committee
  - b. Update on contract process with proposed timeline
3. Review and approve "100 for \$100" communication document from Development Ad Hoc Committee
4. Review and approve Board Application Form as provided by Board Recruitment Ad Hoc Committee
5. Review and take possible action on request for MLR to serve as convener for a "discovery" meeting with representatives from Shane's Inspiration Foundation
6. Review August 20, 2014 Council Agenda Bill – Town Council Goals/Priorities
  - a. Consider comments to submit to Town Council
7. Develop timeline for Executive Director Recruitment
8. Reports from Mammoth Lakes Town Staff/Contractors on recreation-related projects
9. Report from Officers
  - a. Set date for Annual Meeting
10. MLR Board Member reports

## **REQUEST FOR FUTURE AGENDA ITEMS**

### **ADJOURNMENT**

To the next meeting of the MLR Board scheduled for Monday, September 8, 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 Branch Library outside window not less than 72 hours prior to the meeting. Dated this 14th day of August, 2014.



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Jo Bacon, MLR Treasurer

## Minutes of Mammoth Lakes Recreation Board Meeting

Monday, August 4, 2014

### ROLL CALL

President Stroud called the meeting to order at 3:00 pm at the Mammoth Lakes Library 400 Sierra Park Road, Mammoth Lakes, CA. Present were John Armstrong, Jo Bacon, Teri Stehlik, Danna Stroud, Betsy Truax, and Rick Wood. Absent - John Urdi.

### PUBLIC COMMENTS

Robin Morning, Eastern Sierra Nordic Ski Association, discussed that organization's mission to improve our community through nordic skiing. She also noted that they will need to find additional people to run next winter's biathlon, since Mike Karch is no longer on their board.

Jay Deinken, MLTPA Board Member, noted that they are seeking a Trails Coordinator to carry out tasks previously performed by John Wentworth who is no longer employed by their organization although he will be active on their Board.

### ADMINISTRATIVE ITEMS

1. Approve Minutes of July 21, 2014 MLR Board Meeting:

Minutes were accepted as written (M Stehlik / S Truax / C 6-0).

2. This item was taken out of order after #8. Dan Holler presented an update on:
  - a. The 8/6 Council agenda bill regarding a change of purpose for awarded Measure R funds
  - b. The Plan Your Parks Workshop and Council decision on the same agenda. The Board noted that individual members are welcome to submit eComments and/or speak on this item.
3. Review Contract Framework elements as proposed by Contract Ad Hoc Committee

- a. Contract General Concepts, Specific Measurements, and Deliverables –

Rick introduced the idea of the full Board reviewing and discussing the documents prior to negotiations beginning, and that at a later point in the negotiations an independent review of the contract will be needed.

Jo and Teri had a few questions on the "boilerplate" including the requirement of Errors and Omissions insurance coverage and the 30-day termination clause. Final contract might change these provisions.

The Board the discussed Exhibits A and B, which contain the scope of work and first-year deliverables. The group made edits while keeping in mind what can be accomplished in the first year, which is actually nine months if the contract is in place by October 1st.

This Ad Hoc Committee will now finalize the notes and begin negotiations with the Town Manager.

b. Timeline – was incorporated into the above discussion. It was noted that the contract negotiations do not have to wait for the Measure R and U reconciliations to be finalized.

This Ad Hoc will report on progress at the next meeting.

4. Review items as proposed by Scope of Work/Budget Ad Hoc Committee

a. Insurance Estimates – Jo reviewed her meeting with Robert Beach, and confirmed several items regarding the types of coverage.

b. Accounting Services Proposal – Jo and Teri presented the proposal from Porter and O'Dell. Some adjustments to the start date of certain items and deleting the first year zero activity Form 990 will be made. Motion made for Jo to negotiate any final changes and then sign the service agreement. (M Wood / S Armstrong C 6-0).

c. Dissolution of Ad Hoc Committee – the work being accomplished, this Ad Hoc was dissolved.

5. Review August 6, 2014 Council Agenda Bill – Measure U Reconciliation

a. Prepare comments to submit to Town Council regarding possible proposed policies or recommendations regarding Measure U Reconciliation – Jo and Teri reviewed the agenda bill from their perspective, along with some input from the Town Manager.

Danna was tasked with speaking on behalf of the MLR Board on the impact of MLR in accomplishing this task, and also to acknowledge the ongoing work to complete the necessary reconciliations.

6. Appoint Board Recruitment Ad Hoc Committee

Betsy, Danna, and Rick were appointed to this Ad Hoc (M Bacon / S Stehlik C 6-0). A timeline, application, screening criteria and related items will be presented at the next meeting.

7. Review August 7, 2014 Council Goal-Setting Workshop Agenda

a. Consider comments to submit to Town Council – The Town Manager explained the structure of the facilitated workshop, which will be followed by policy discussion and action on the August 20th Council agenda.

Public Comment will be accepted at the beginning of the meeting. Danna will speak to the deferred maintenance of recreational facilities and a continued commitment to MLR. Other Board members may speak and/or attend to listen to the discussion.

8. Report from Officers

a. Preliminary Budget Discussion – Jo walked the group through the preliminary figures. Notes and edits will be incorporated for a more lengthy discussion at the next meeting.

9. Review calendar and set upcoming meetings – The following dates were set for Regular Board Meetings: 9/8, 9/22, 10/6, and 10/20.

The date for the October Annual Meeting will be determined soon, based on the Board Recruitment Timeline.

10. MLR Board Member reports

Betsy noted that the Fundraising Ad Hoc should have the "100 for \$100" fundraising letter ready for the next meeting.

Danna noted upcoming dates on the INF NEPA process. The group discussed posting the information on the Devils Postpile Draft General Management Plan on our website. Also, Danna mentioned meetings she attended regarding how Digital 395 can be integrated into recreation and by a Mono County effort to seek Federal Scenic Byway status for Highway 395.

### REQUEST FOR FUTURE AGENDA ITEMS

Not discussed, due to length of meeting.

### ADJOURNMENT

There being no further business to come before the Board of Directors, the meeting was adjourned at 6:38 pm.

Dated: \_\_\_\_\_.

\_\_\_\_\_  
Secretary

**Mammoth Lakes Recreation Contract  
Exhibit “A”**

**MLR Scope of Work**

The long term strategic Plan for Mammoth Lakes Recreation includes the following elements which also serve as a Scope of Work Statement.

**Mammoth Lakes Recreation will enhance Arts & Culture and Recreation  
for those who play in Mammoth Lakes.**

**1. Provide Leadership, Expertise & Advocacy**

- Complement and enhance community recreation facilities and services and provide leadership and expertise to the Town of Mammoth Lakes.

**2. Partnerships - Develop partnerships both within and outside the community that will enhance arts & culture and recreation in our community.**

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

**3. New Product Development /Experience Development.**

- Position Mammoth to act on emerging recreation trends identified through research and development.
- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Develop new capital projects and experiences'

**4. Leveraged Funding - Develop additional funding for both capital and non-capital projects and programs.**

- Seek grants to fund increased recreation experiences.
- Cultivate individual and business support for MLR locally and regionally
- Initiate capital campaigns to raise funds for arts & culture and recreation facilities

**5. Create and operate a dynamic Communications System**

- Disseminate information about recreation opportunities to maximize community engagement with recreation opportunities.
- 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.

**6. To serve as the primary designated body for providing for the public process in the development of funding recommendations as provided for in the Voter Approved Measures R and U and in compliance with the requirements of those Measures as codified by Town Ordinances.**

## Mammoth Lakes Recreation Contract

### Exhibit "B"

Mammoth Lakes Recreation will enhance Arts & Culture and Recreation for those who play in Mammoth Lakes.

1. Organize and implement Mammoth Lakes Recreation as an operating 501 c(3) foundation which will enhance recreation in Mammoth Lakes.
  - All formation requirements completed by December 31, 2014
  - Notifications received on status to be provided to Town as received
2. Manage the public process for the next allocation of Measure R and U dollars including:
  - Publicize, organize and conduct outreach and ~~application-allocation~~ process-
  - Set funding priorities and present recommendations to Town Council
  - Perform Operational/Financial Review-Audits- to evaluate whether grantees have used R & U funds appropriately, ~~efficiently~~, and as prescribed in the ~~applications~~allocation request/contracts-
  - Initial allocation recommendation will be completed by January 15, 2015
  - Additional allocation recommendations may be made as deemed necessary
3. 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-
  - Coordinate with the TOML and Partners on providing for the continuation, prioritization, implementation and design of programs and services to support the Mammoth Lakes Trail System and the leveraging of the annual \$300,000 related allocation through FY 16-17
4. Leverage TOML funds to improve recreation in Mammoth Lakes
  - Apply for, obtain, and administer grant funding
  - Identify a minimum of 3 grant opportunities for MLR
  - Apply for a minimum of 1 grant by December 2015-
  -
5. Prepare and provide to the Town a prioritized list of the primary amenities to be supported through Measure U and R funds by December 2015

6. Actively engage with the Town, Mammoth Lakes Foundation, Cerro Coso College and other partners on the proposed development of a Performing Arts Center.
  - Provide a Proceed/Not Proceed recommendation by June 30, 2014
  - Provide Measure U and other potential funding recommendations under a "Proceed" recommendation





Office of the Town Manager  
P.O. Box 1609, Mammoth Lakes, CA, 93546  
Ph: (760) 934-8989 ext. 228  
Fax: (760) 934-7493

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## MEMORANDUM

August 15, 2014

To: MLR Contract Negotiations Sub-Committee

From: Daniel C. Holler, Town Manager

Thank you for today's a productive discussion on the proposed Mammoth Lakes Recreation (MLR) contract.

### **Attachments A & B**

As I had previously noted in preparing for this discussion the desire to adjust the contract Attachments A & B to a simpler format is much appreciated. While the previous discussion was beneficial, the placement of the level of detail discussed within the contract is not necessary. As a new organization, my intent is to assist MLR in being successful, in having a manageable set of measurable outcomes and to ultimately provide the voters of Mammoth Lakes the related community enhancements supported through the expenditures of Measures U and R funds.

Attached are my initial edits and additions to a more narrowly focused scope of work and expected deliverables (Attachments A & B). Having Attachment A reflect the 5 core, broad purpose areas that were developed as part of the MLR creation process is appropriate and adequate in setting the general scope of work. The only addition to Attachment A is a specific reference to MLR's role in the management of Measures R and U funding in accordance with the implementing ordinances as approved by the Voters (See Attached)

Attachment B is a significantly reduced set of initial work tasks. The goal is to set forth a realistic initial work program; measurable deliverables; specific dates where appropriate; and core areas of work as related to the Town. The broader focus allows for detailed processes to be developed by MLR to meet the required outcomes rather than specifying the processes within the contract. There may be other efforts that MLR undertakes that are beneficial but not necessary for the agreement with the Town and I did not want to pre-suppose or restrict activities. Rather than note the various changes here, edits are included in the attached initial scaled down version of Attachment B.

### **Standard Contract**

We also discussed three areas within the standard contract language. In section 3.2.8 Insurance, we will add language under "Professional Liability" to note that this is only needed if

MLR engages in the type of work that would require this type of insurance. At this time it is not anticipated to be necessary.

Section 3.5 Termination allows for the Town to terminate the agreement upon at least 30 day notice. This is standard language that the Town is recommending for all such agreements. To modify this section will need to be a policy decision by the Council. The language is currently in use in other longer-term agreements (i.e. MLT agreement).

The third area discussed is compensation (Section 3.3.1). While this section will need some additional refinement the following proposal is based on the draft budget presented at the previous MLR Board meeting of \$300,000 assuming all Measure R related.

- 1) Annual base operating funding in the amount of \$25,000 per month.
  - a. First month payment (or prorated share) at time of contract approval
  - b. Invoice Town for payment by 15<sup>th</sup> of each month for following month (Pre-pay to allow for cash flow needs at least for FY14-15).
- 2) Additional funding may be requested as needed and justified
- 3) Actual expenditures and budget to be reviewed annually to set monthly payment amount.
- 4) Initial funding was proposed form Measure R only. Documentation showing that work is measure R related will be necessary for Town auditing purposes.

Funding areas requiring additional discussion include:

- 1) Address the need for MLR to fund activities not related to Measure R or U.
- 2) The need for the Town and MLR to address funding related to Measure U, as the approved funding model did not include any allocation to MLR of Measure U funds.

I will work with the Town Attorney to update sections in the standard contract as needed.

I anticipate the funding items to be addressed in more detail in our next negotiation session as the current focus has been on Attachments A & B.

**Mammoth Lakes Recreation  
Post Office Box 8562  
Mammoth Lakes, California 93546**

Dear Recreation Enthusiast:

Mammoth Lakes Recreation (MLR) formed June 2, 2014 as a non-profit, public benefit corporation whose mission is to identify and prioritize Mammoth Lakes recreation opportunities, including development, enhancement, programming, and promotion of recreation including arts and culture. Our "100 for 100" campaign seeks to raise awareness and support for MLR's goals by inviting businesses and individuals to contribute \$100 toward initiating these efforts.

Through a forthcoming contract with the Town of Mammoth Lakes, MLR is charged with the following responsibilities:

**Managing the Measure R and U funds**

MLR is developing a strategically prioritized list of projects based on adopted Town plans and work done by the Recreation Commission, MLTSCC (Trails Coordinating Committee), and Measure U Application Committee to present recommendations to Town Council for the best long-term use and investment of the R and U tax-generated funds. MLR is currently completing a reconciliation of all past awards to share with the public a full accounting of what projects have been funded as well as the status of open projects.

**Leading Projects to Completion.**

MLR will develop projects from conception to completion through needs analysis, professional scrutiny, and preparation, involving all stakeholders, to provide the best choices and action for our community.

**Raising Funds**

MLR will obtain funds through grant writing, sponsorship, donations, and endowments to enhance and augment recreation including arts and culture in Mammoth Lakes.

**Developing the Business of Recreation**

MLR will maximize the capacity of existing facilities and professional talents and expertise in Mammoth Lakes to continue building recreation as our primary product which can then be marketed via Mammoth Lakes Tourism.

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

### **Communicating and Collaborating**

Through communication, collaboration, and working agreements and understandings with community partners, MLR will break down barriers and create connections to inspire the best choices, products, and programs for recreation including arts and culture in Mammoth Lakes.

MLR aspires to build a bridge between public and private investment opportunities to make arts, culture and recreation better for those who play in Mammoth Lakes.

Your donation will help us:

- 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.
- Begin the operations and functions of Mammoth Lakes Recreation.

Thank you for helping us make Mammoth Lakes an even better place to live, work, and play.

Sincerely,

Danna Stroud  
President

#### **Board of Directors**

Rick Wood, Secretary

Jo Bacon, Treasurer (Town Council Appointee to the Board)

John Armstrong

Teri Stehlik

Betsy Truax

John Urdi

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

Mammoth Lakes Recreation

**Board Member Application Form**

<p><b><u>MLR Mission</u></b></p> <p>Insert Mission here</p>
-------------------------------------------------------------

Mammoth Lakes Recreation is seeking interested individuals representing recreation retailers, users, organizers, promoters, manufacturers, or other persons having an interest in recreation in Mammoth Lakes to serve on its Board of Directors. A director of the board will be legally and financially responsible for the conduct of MLR, so becoming a board member is a responsibility to be taken seriously. Key qualifications will be having a passion for the success of MLR and a desire to bring enhanced recreational opportunities to our community. Please take a moment to respond to the questions below in order to be considered to join the MLR Board.

Name:  
 Phone numbers: (home, business, cell)  
 email address:  
 Mailing Address:

Briefly describe why you would like to join our Board of Directors.

Please tell us about your knowledge of MLR and its purpose.

Please provide relevant experience and/or employment (attach a resume or bio)

On what other non-profit boards have you served in recent years, or are you serving at the present time?

Areas of expertise/contribution would you like to utilize on the Board? Check all those that apply:

- |                                               |                                      |                                                 |
|-----------------------------------------------|--------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Board Development    | <input type="checkbox"/> Fundraising | <input type="checkbox"/> Marketing              |
| <input type="checkbox"/> Staffing/HR          | <input type="checkbox"/> Evaluation  | <input type="checkbox"/> Volunteer              |
| <input type="checkbox"/> Program development  | <input type="checkbox"/> Community   | <input type="checkbox"/> management             |
| <input type="checkbox"/> Legal                | <input type="checkbox"/> networking  | <input type="checkbox"/> Facilities management  |
| <input type="checkbox"/> Financial Management | <input type="checkbox"/> Training    | <input type="checkbox"/> Other (please specify) |

Thanks you for your interest. If you are elected to serve on the Board, you agree that you can provide at least 6 hours a month in attendance to Board and committee meetings, and that you do not have any conflict of interest in participating on the Board. You also agree to become actively involved in the nonprofit to help raise funds and fulfill the mission and objectives of the organization.

Sign\_\_\_\_\_

Date\_\_\_\_\_

To: MLR Board

From: Danna Stroud, MLR President

Re: Request for MLR to convene a discovery meeting with Shane's Inspiration Foundation

Date: 8/18/14

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Through the recently completed "Plan Your Parks" process, a new playground concept was identified as a possible project for the Town to consider integrating into one of its park playgrounds. The concept is considered an inclusive playground that allows children of all abilities to have a playground experience. A specific designer of inclusive playgrounds is Shane's Inspiration, a foundation based in Southern California.

Shane's Inspiration facilitates community design workshops where key stakeholders including children, parents, educators, healthcare professionals and civic leaders assist with conceptualizing a desired inclusive playground. The foundation offers technical support, access to manufacturers, a sponsorship package, and program development as part of an agreement they execute with the lead entity responsible for implementation of the project.

However, before an agreement is executed, there is an opportunity to convene a "discovery" meeting with representatives of Shane's Inspiration in order for roles and responsibilities to be identified for participating project partners. I would like to propose that MLR consider serving as the convener of such a discovery meeting in order to learn more about the foundation and to keep the community momentum going for such a project.

During the Plan Your Parks effort, the implementation of an inclusive playground was linked to the recommendation of constructing a Recreation Center and Aquatic Center at Mammoth Creek Park. It is quite possible the playground does not need to be dependent upon those facilities and could be considered a separate project, perhaps to replace equipment in other playgrounds.

If the MLR Board approves the request to convene a discovery meeting, we will reach out to Shane's Inspiration to schedule a meeting, hoping to secure a time in mid to late September. MLR will host the meeting and include identified potential partners that expressed an interest in supporting the implementation of an inclusive playground in Mammoth Lakes. Information garnered during the meeting will serve as the basis for determining how to move the playground concept forward.

MLR is in a position to serve as the convener and continue the work begun by the community advocates for an inclusive playground.

## Mammoth Lakes Town Council Agenda Action Sheet

**Council Meeting Date:** August 20, 2014

**Date Prepared:** August 14, 2014

**Prepared by:** Daniel C. Holler, Town Manager

**Title:** Town Council Priorities and Strategies

**Agenda:** Policy

**Recommended Motion:** The approval of Council Priorities and Strategies is a Council policy matter. Council may: 1) adopt the draft Priorities and Strategies document as presented; 2) modify the report and adopt it or 3) modify the document and request it to come back for additional consideration.

**Background Information:** The Town Council participated in a facilitated workshop on August 7, 2014 focused on developing a draft consensus on priorities, goals, strategies and a shared vision. The workshop was facilitated by Bill Davis. The purpose was to look at desired outcomes for the Town over the next 3-5 years and develop short-term strategies that begin to move the Town toward those outcomes over the next 18 months. The foundational question that guided the process was: "What are the priority accomplishments for the Town of Mammoth Lakes over the next 18 months?" The workshop processes, discussions and outcomes are captured in the attached draft report, "Town of Mammoth Lakes Town Council Priorities and Strategies". Staff is requesting Council to engage in public discussion of the draft report and to consider any modifications. Changes to the report may be made based on further Council review and public input. Staff is requesting direction from Council on the adoption, adoption with modification or modification and further discussion of the draft report. Once adopted, it will serve as a core guiding document in the development and implementation of a significant portion of the Town's work program. This is a high level document, with a number of concrete action steps that will be incorporated into the ongoing Town work plans, services and programs. Implementation will also be subject to available resources. The process is also structured as an iterative one that allows for "checks", "updates" and "modifications" as needed to meet new, unforeseen and changing conditions and opportunities.

**Funds Available:** N/A

**Account #:** N/A

**Reviewed by:**

 Town Manager







**DRAFT**

**AUGUST 7, 2014**

**TOWN OF MAMMOTH LAKES  
TOWN COUNCIL PRIORITIES AND STRATEGIES**

**Prepared by:  
WR Davis Collaborative**





# August 7, 2014

## Contents

### Workshop Review Pages

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Executive Summary.....	3
Mammoth Lake’s Strategic Plan Summary .....	4
3-5 Year Practical Vision.....	5
Imagined 18-month Victory.....	7
Current Reality .....	8
Strategies and Commitments.....	9

### Appendix Pages

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Proposed Planning Cycle.....	11
The Facilitator .....	12

### OVERALL FOCUS QUESTION

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The foundational question guiding the strategic planning process:

***What are the priority accomplishments for the  
Town of Mammoth Lakes over the next 18 months?***

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## ▶ EXECUTIVE SUMMARY

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The Town Council for Mammoth Lakes met on August 7, 2014 in a public meeting for a visioning, priorities, goals and strategies workshop. The Agenda included:

- A period for public comment
- A Practical Vision (Horizon) Workshop
- The imagining of an 18-month “Wildly-successful” implementation “Victory”
- Identification of the “Current Reality”
- Developing Consensus on 18-month accomplishment priorities and “Commitments” , and
- The identification of Implementation “Strategies”

For the Vision Workshop, each Council Member brainstormed individually on cards 10 things that they would like to see in place in 3-5 years as a result of their actions. These ideas were posted on a large board in front of the room and the cards were then organized based on those pointing to similar outcomes. These clusters of ideas were then used to identify and obtain Council consensus on the underlying Vision Element for each cluster as detailed on page 6 of this report.

Once consensus was established on the seven 3-5 year Vision Elements, the Council turned to identifying their priorities for implementation over the next 18 months. This was established through an “imagining” of “Victory” exercise where they identified how things could be in 18 months (as detailed on page 7 of this report) given the “wildly successful” implementation of their Strategies to reach for their Vision . Once the “possibilities” had been imagined the Council articulated the Current Reality in terms of the Town and Community Strengths and Weaknesses for implementing strategies aimed at achieving the Vision and also the Benefits and Dangers associated with succeeding in implementation as detailed on page 8 of this report.

Finally, the Council was in position to filter the imagined Victory through the Current Reality lense to arrive at their implementation priorities, commitments and strategies as detailed on page 9 and 10 of this report.

## ► MAMMOTH LAKE'S STRATEGIC PLAN SUMMARY

### PRACTICAL VISION

What we want to see in place  
in the next 3-5 years...

- A. Enhanced Tangible Amenities**
- B. Diversified Business Development**
- C. Enhanced Community Pride**
- D. Efficient and Financially Stable Government**
- E. A Complete and Initiated Action Plan**
- F. Active Community/ Partner Participation**
- G. Completed Parking Facilities**

### KEEPING ON TRACK

- **Remanuevering session Feb 2015**
- **Annual Plan Update August 2015**
- **Remanuevering session Feb 2016**
- **Annual Plan Update August 2016**

### 18 MONTH STRATEGIES AND COMMITMENTS

#### A. Enhance Community Amenities

- a. Ground breaking for new Sherwin Trail and first amenity
- b. Strategic plan for use of Measures U and R revenues
- c. Successful engagement with Inyo National Forest Plan
- d. Mammoth Lakes Recreation (MLR) to finalize a prioritized list of recreational / amenities projects.

#### B. Improve Air Service

- a. An Air Terminal Plan to accommodate future growth air service
- b. Airport landing alternative improving air reliability
- c. Year-round market expansion

#### C. Enhance Municipal Capacity

- a. Fill Police Chief position by Dec 1, 2014
- b. Regional solution for Police facility needs to be implemented December 2017
- c. New, functional financial system
- d. Negotiating staffing and organizational plan for 21<sup>st</sup> Century municipal government
- e. Updated Granicus- Council Chamber technology (keeping other Town technology systems current)
- f. Financial stability. Reserve Acct at \$3 million and "A" bond rating

#### D. Implement Comprehensive Community Plan

- a. Synergy Summits (three complete; fourth one upcoming)
- b. Comprehensive Community Action Plan (an "elevation" or conceptual plan bringing to life in a visual way what the future Town may look like)

#### E. Solve Parking Challenges

- a. Parking plan for Village in place – Short term solution implemented
- b. Town-wide parking solutions in process

#### F. Diversify Economic Development

- a. Implement Economic Development Strategy
- b. Partner on May-Oct Summer of 2016 (Programing, Forest Service opportunities, trail systems, MLT marketing)
- c. Regional Solid Waste Plan implemented
- d. Plastic bag ban implementation complete
- e. Be a "Gigabyte Community" with strategy adopted for regional consortium to implement
- f. Blight removal starting with focus on commercial corridors including 4 properties
- g. Development impact fees, Master Facilities Improvement Plan updated
- h. Customer Service Academy in partnership with Chamber

#### G. Tackle Single Family Residential Short-term Rental Decision on Town-wide Basis

## ► PRACTICAL VISION | Definition and Summary

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The Practical Vision workshop asks the question:

### **What do we want to see in place 3 -5 years from now as a result of our actions?**

The vision of a council is held in part by all of its members. This workshop seeks to bring these together to create their shared picture of the future. The practical vision is the responsive statement of hope within the given environment. It provides a sense of the destination of the effort. It tells us where we are going, what the accomplishments, outcomes, changes and results are that we are seeking by our efforts.

The Town Council of Mammoth Lakes articulated a practical vision for the next 3–5 years with seven key vision components. These are:

- A. Enhanced Tangible Amenities**
- B. Diversified Business Development**
- C. Enhanced Community Pride**
- D. Efficient and Financially Stable Government**
- E. A Complete and Initiated Action Plan**
- F. Active Community/ Partner Participation**
- G. Completed Parking Facilities**

*The chart on the following page holds the backup brainstorm data generated by participants as well as the above consensus statements.*

▶ **3-5 YEAR PRACTICAL VISION**

**Focus Question:** *What do we want to see in place in 3-5 years as a result of our actions?*

Enhanced Tangible Amenities	Diversified Business Development	Enhanced Community Pride	Efficient and Financially Stable Government	A Complete and Initiated Action Plan	Active Community/ Partner Participation	Completed Parking Facilities
<ul style="list-style-type: none"> <li>• World class amenity base (moving that direction)</li> <li>• New and improved infrastructure</li> <li>• Much improved guest experience</li> <li>• Olympic training venue</li> <li>• Expanded airport</li> <li>• Sustainable recreation facility opens</li> <li>• Integrated arts and culture</li> <li>• Removal of blight in town</li> <li>• Completed trails system</li> <li>• Regional air/ transportation</li> <li>• Plan parks conceptual reality</li> <li>• Increased air passengers via new markets</li> </ul>	<ul style="list-style-type: none"> <li>• Pro-Business Community</li> <li>• Defined Business Areas</li> <li>• Improved mid-week and shoulder season business</li> <li>• Transition to diversified economy</li> <li>• Aggressive implementation of Digital 395</li> <li>• Realization of Tech/Place integration strategy</li> <li>• Higher utilization of current assets</li> <li>• Diverse economy</li> <li>• Increased stable visitor %</li> <li>• Lots of new jobs created</li> <li>• Increased TOT revenues for community/ guest benefit</li> </ul>	<ul style="list-style-type: none"> <li>• The best place to live</li> <li>• A place we want to live</li> <li>• Pride in our community =&gt; welcoming attitude</li> <li>• Community that retains talent</li> <li>• Population growth</li> <li>• Truly feet-focused community (air service)</li> <li>• More unified community vision</li> <li>• Community for work force</li> <li>• Completed trails throughout town. Feet first progress</li> <li>• Better place to live, work and visit</li> </ul>	<ul style="list-style-type: none"> <li>• 21<sup>st</sup> Century municipal organization</li> <li>• Efficient streamlined government</li> <li>• Regional state-of-art solid waste facility</li> <li>• Town hall with police station</li> <li>• Financial stability</li> <li>• Town of Mammoth Lakes reliable fiscal health</li> </ul>	<ul style="list-style-type: none"> <li>• Town Plan moving forward</li> <li>• Conceptual town plan implementation</li> <li>• Leader in environmental sustainability</li> <li>• Moved into 21<sup>st</sup> Century</li> <li>• Complete streets (pedestrian friendly)</li> <li>• Visual sense of arrival</li> </ul>	<ul style="list-style-type: none"> <li>• 10 Synergy Summits complete</li> <li>• Partnerships thriving</li> <li>• Hope and inspiration</li> <li>• Part of a regional brand/ identity</li> <li>• Totally connected community</li> </ul>	<ul style="list-style-type: none"> <li>• Parking structures</li> <li>• Town-wide parking issues resolved</li> </ul>

**Bulleted brainstorming ideas are ONLY used as ideas which illuminate consensus obtained at the column heading level. Consensus is not established at bulleted level**



## ► 18 Month “Victory” in Pursuit of Our Vision | Definition and Summary

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The 18 Month “Victory” guided imaging session looks back from 18 months out to visualize what “Wildly Successful” implementation might have delivered. This is the first of a two-step process to set the context for obtaining consensus on proposed Commitments/ Goals for the Council. In this exercise we ask: ***Imagine we are 18 months out into the future looking back and we have been wildly successful implementing our strategies. What do we see, hear, and notice?***

- Less vehicles and more shoppers
- Town has adopted everything required to successfully engaged in regional implementation of Digital 395
  - Inclusive play ground is complete
  - It is easy to develop the Town budget
    - Town staffing plan in place
  - Private Investment is occurring in town
    - Blight is torn down
- We are a welcoming, pro-business community and known for it
  - No plastic bags from stores
  - Improved staff morale
  - 4<sup>th</sup> Synergy Summit is upcoming
- Biggest summer season: fully expanded from May to Oct
  - First new amenity has broken ground
  - Reaching New Markets and seeing longer stays
    - Marketing plan to attract residents
      - Alternative air link
    - Animation of frontage roads
  - More sidewalks and multi-use paths
  - Groundbreaking for new trail into Sherwin’s
- Multiple short term parking solutions and a planned parking structure
  - Air terminal plan in place for growth

## ► Current Reality for Pursuit of Our Vision | Definition and Summary

The current realities facing an organization and community become manifest when placed under the light of a practical vision. Without a vision, problems and anxieties are relegated to 'lists of things to do', or are explained away as personal conflicts. As a Council and community consider the range of its issues together, current realities can be objectified for sober consideration and proposed actions.

In this exercise we identify the **Strengths and Weaknesses of this Town and community to implement strategies** moving toward the Vision. It also considers the **Benefits and Dangers from successfully implementing the strategies**. This will then be used to filter the "Victory" image into more real goals and proposed commitments for action.

Participants generated the following comments in relation to their practical vision:

### Strengths

#### **Of Town and Community for Successfully Implementing Strategy**

- Have all the tools in place, dedicated revenues, and plans
- Successful at setting and meeting priorities
- Have Air Terminal plans
- Have NGO's and institutions with resources
- Have community buy-in
- We have a functional chamber with money
- Have TBID
- Have Digital 395
- Have volunteers
- Have a good council

### Weaknesses

#### **Of Town and Community for Successfully Implementing Strategy**

- Lack of Focus
- Funding challenges
- Limited facilities (e.g. Town Hall and Police Station)
- Have a track record of failure
- Our history and reputation
- Town Plan is not comprehensive in a conceptual and visual way
- Fear of the unknown in the new paradigm which exists
- Experience is limited in new paradigm
- Relied on things we can't rely on (i.e. weather, annual person-ski days, etc..)

### Benefits

#### **Of Being Successful**

- We will still be here and still open
- We will be sustainable
- We will thrive
- We will have momentum
- We will retain talent and population
- Financial stability
- Things will be more consistency
- Things will be more predictable
- People will want to be here

### Dangers

#### **Of Being Successful**

- We may become "too expensive" (e.g. real estate)
- Workforce issues may be generated
- We may become complacent
- This place, its nuances, and soul may change not necessarily to residents' preferences



## ► STRATEGIES, PRIORITIES, GOALS AND COMMITMENTS

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**Focus Question:** *What are we committed to accomplishing in the next 18 months*

- A. Enhance Community Amenities**
  - a. Ground breaking for new Sherwin Trail and first amenity
  - b. Strategic plan for use of Measures U and R revenues
  - c. Successful engagement with Inyo National Forest Plan
  - d. Mammoth Lakes Recreation (MLR) to finalize a prioritized list of recreational / amenities projects.
- B. Improve Air Service**
  - a. An Air Terminal Plan to accommodate future growth air service
  - b. Airport landing alternative improving air reliability
  - c. Year-round expansion to Las Vegas and Denver this year; Additional Expected 2015/2016 (Phoenix) reaching 8 daily flight current maximum capacity
- C. Enhance Municipal Capacity**
  - a. Fill Police Chief position by Dec 1, 2014
  - b. Regional solution for Police facility needs to be implemented December 2017
  - c. New, functional financial system
  - d. Negotiating staffing and organizational plan for 21<sup>st</sup> Century municipal government
  - e. Updated Granicus- Council Chamber technology (keeping other Town technology systems current)
  - f. Financial stability. Reserve Acct at \$3 million and "A" bond rating
- D. Implement Comprehensive Community Plan**
  - a. Synergy Summits (three complete; fourth one upcoming)
  - b. Comprehensive Community Action Plan (an "elevation" or conceptual plan bringing to life in a visual way what the future Town may look like)
    - i. Roll-up of all plans
    - ii. Identify gaps
- E. Solve Parking Challenges**
  - a. Parking plan for Village in place
    - i. Short term solution identified and implemented
    - ii. Long term solution negotiations in process
  - b. Town-wide parking solutions in process

- F. Diversify Economic Development**
    - a. Implement Economic Development Strategy
    - b. Partner on May-Oct Summer of 2016 (Programming, Forest Service opportunities, trail systems, MLT marketing )
    - c. Regional Solid Waste Plan implemented
    - d. Plastic bag ban implementation complete
    - e. Be a “Gigabyte Community” with strategy adopted for regional consortium to implement
    - f. Bight removal starting with focus on commercial corridors including 4 properties
    - g. Prioritized list of amenities
    - h. Development impact fees, Master Facilities Improvement plan updated
    - i. Customer Service Academy in partnership with Chamber
  - G. Tackle Single Family Residential short-term Rental Decision on Town-wide Basis**
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# Appendix

## Keeping the Implementation on Track

Strategic planning bears the most fruit when seen as both a planning retreat or event and a continuous process in which the plan is regularly reviewed, evaluated and refined. The following semi-annual Evaluation flow will be crucial in keeping the Town of Mammoth Lake’s implementation “on track” for monitoring and evaluation purposes.

### Semi-annual Evaluation and refinement sessions:

- 2 – 3 hour events to affirm accomplishments, acknowledge struggles, capture learnings, make adjustments, build anticipation, and revise commitment for the next 12 months.
- The retreat nature of this event is very important. Memos, emails, and other forms of communication do not allow for adequate team building and consensus building.
- Invisible benefits often include strengthening the organization’s learning process and allow for system-wide adjustment to unforeseen influences that must be taken into account.

### Annual Planning:

The second semi-annual evaluation is the time to do a new 18 month plan and requires 4 to 6 hours.

- Review the whole year
- Develop plan for the next 18 months
- Celebrate celebrate celebrate!

### Proposed Planning Rhythm:

**Objectives:** Assess accomplishments, plan for the next period; affirm and re-energize individuals and teams.

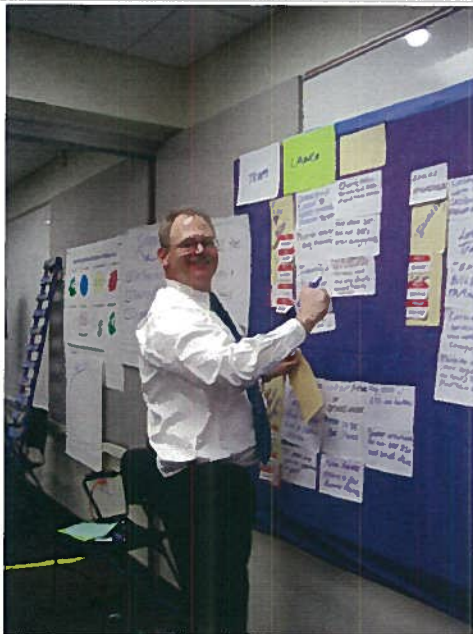
**Product/Outcome:** Clear tasks and roles for the next period.

<b>February 2015</b>	<b>August 2015</b>
<b>Quarterly Planning Event</b>	<b>Annual Planning Event</b>
2-3 hours	4-6 hours

<b>Semi-annual Planning Event Agenda:</b> <ul style="list-style-type: none"> <li>• Review Vision, Obstacles, Strategic Directions, budget update</li> <li>• Evaluation of Accomplishments. What isn’t getting done, blocks, learning, and implications</li> <li>• Plan for the next 6 months implementation</li> </ul>	<b>Annual Planning Event Agenda</b> <ul style="list-style-type: none"> <li>• Review Vision, Obstacles, Strategic Directions</li> <li>• Development of priorities, goals, and commitments on accomplishments for next 18 months.</li> </ul>
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## The Facilitator

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Thank you for this opportunity to work with you all and congratulations on your plan! We look forward to seeing you again soon.

Kind regards,

-Bill Davis

Please contact us at:



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