

Mammoth Lakes Recreation
Quarterly Progress Report to the Town of Mammoth Lakes
October 21, 2015

The purpose of this matrix is to provide a brief progress report to the Town of Mammoth Lakes Town Council regarding the progress of the assigned deliverables for Mammoth Lakes Recreation (MLR)

1. Maintain Mammoth Lakes Recreation as an operating California public benefit corporation with **501(c)(3) tax-exempt** status which will enhance recreation in Mammoth Lakes.
 - Celebrations
 - The founding board completed all of these legal requirements
 - Challenges
 - Ensuring the thoroughness of the mandated Corporate Book
 - Next Steps
 - File the appropriate documents prior to the mandated timelines to remain in compliance with the regulations
2. Establish, update and maintain MLR online non-profit industry database and profile (example: **Guidestar**)
 - Celebrations
 - Staff participated in the webinar and created the MLR profile in July along with enrolling as members with the Association of California Non-Profits
 - Challenges
 - Ensuring that the information in the system is accurate
 - Next Steps
 - Learning how to maximize the system
3. Prepare and provide to the Town a MLR **Strategy** and prioritized list of primary amenities recommended to be supported with Measure R and U funds by **December 2015**.
 - Celebrations
 - MLR presented their first draft strategic plan on September 2
 - MLR crafted their initial “top tier” project readiness document
 - MLR scheduled a public hearing on 10.27.15 for input
 - Challenges
 - Working through the readiness filter to develop a final recommendation for top tier projects, recommended locations and the financial implications
 - Next Steps
 - Prepare an information item for the TOML Town Council for November 18
4. Actively engage with the Mammoth Lakes Foundation, Cerro Coso Community College and other partners on the proposed development of a **Performing Arts Center**, representing the interests of MLR and the Town in determining recommendations for proceeding with developing said facility.
 - Celebrations
 - The MLF and the Kern County Community College District have signed off on a long term financial agreement.
 - Challenges
 - Securing the additional funding for the capital project
 - Next Steps
 - Working through all of the mandated reviews and approvals along with tracking the status of the proposed agreements (TOML & MLF)
5. Actively engage with **Mammoth Trails Committee** and Trails Coordinator to deliver MLTS projects as defined in MLR/Town Agreement deliverables and scope of services.
 - Celebrations
 - Employment of a Trails Coordinator
 - Challenges
 - Finalizing recommendations for proposed challenge share cost share agreements with the NFS
 - Next Steps
 - Prioritizing the back log of trails work that has been approved by the MTC

Mammoth Lakes Recreation
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6. Leverage Measure R and U funds by **drafting a business development plan** for securing additional funding sources for projects and programs as defined in the MLR Strategy. This includes potential sponsorships and strategic alliances. (Attached filter and executive summary business plan templates)
 - Celebrations
 - The first draft of the MLR strategy document has been completed
 - Challenges
 - Approving a list of priority projects and programs that will allow for the development of a targeted capital campaign as an element of a business plan
 - Next Steps
 - Identifying the top tier priorities

7. Research and identify a minimum of **three (3) grant opportunities** for leveraged funding of Measure R and U. Apply for a minimum of one (1) grant by December 2015. (Attached)
 - Celebrations
 - We have crafted a Fundraising Matrix that identifies potential funding opportunities and have identified partners to engage in a collaborative grant submission
 - MLR submitted a \$10,000. grant request to the California Non-Profits Association on “Community Engagement”
 - Challenges
 - Identifying the appropriate match for the grant submission
 - Allocating a budget line item for matching
 - Next Steps
 - Writing and submitting the grants

8. Prepare and deliver a **quarterly report** to the Town Council that will include updates on contract deliverables, MLTS project implementation, and Strategy projects status.
 - Celebrations
 - MLR Board President presented an update to the Town Council in July 2015
 - Challenges
 - Creating the appropriate reporting format that meets the needs of the Town Council
 - Next Steps
 - On-going updates to the Town Council

9. Recruit qualified candidates for **board positions** to be appointed by the MLR Board at the October Annual Meeting.
 - Celebrations
 - A new board was seated on October 5
 - Challenges
 - Providing new board member orientation and working through the learning curve of a new board as aligned with the mission of the organization
 - Next Steps
 - New board orientation

10. Recruit and hire **MLR Executive Assistant** and develop deliverables for this position.
 - Celebrations
 - Lesley-Anne Hoxie was employed as of July 6, 2015
 - Challenges
 - Maintaining a laser like focus on the work of the organization with clearly defined priorities
 - Next Steps
 - Consistent and open communication between staff and the board

Mammoth Lakes Recreation
Quarterly Progress Report to the Town of Mammoth Lakes
October 21, 2015

11. Research and secure a **health care benefit program** for MLR that meets mandated Affordable Care Act and Board approval by **December 2015**.
 - Celebrations
 - There are a number of options available through the Covered California Plans.
 - Challenges
 - Health Net offers a number of plans but there are no providers in the area.
 - Next Steps
 - Continue to work with other insurance brokers to ascertain medical insurance to include dental and vision for MLR staff.

12. Identify and engage with entities to develop **partnerships** as identified in MLR Strategy.
 - Celebrations
 - There have been initial conversations with partners based on the identification of top tier projects.
 - Challenges
 - Confirming the details of partnerships as aligned with the designation of top tiered projects.
 - Next Steps
 - MLR to present their initial recommendations to the Town Council at their November 18th meeting with an action item scheduled for December 16th.

13. Create and operate a **communication strategy** utilizing multiple channels and platforms to maximize community engagement, fundraising and to support MLR's mission.
 - Celebrations
 - A communication strategy document has been crafted by the communication committee (attached) which includes the development of a branding package.
 - Challenges
 - The final approval of a branding package will allow MLR to continue to develop a marketing strategy with MLT
 - Next Steps
 - The communications committee will prepare a final recommendation for board approval at the November 2nd MLR board meeting.

14. Develop a **communication outreach plan** for relevant town, county, state and federal agencies, corporations and non-government organizations to advance MLR's goals and projects. (Attached)
 - Celebrations
 - The communication strategy includes an outreach plan that allows the MLR board and staff to engage the community in our work to achieve our mission.
 - Finalizing launch of new website that will serve as a repository/library for vital community planning documents
 - Challenges
 - MLR is developing as an organization and our success will be measured by our ability to facilitate a conversation that will fulfill our goals.
 - Next Steps
 - One of our primary goals is to engage the community in the dialog about the work.

15. Identify and engage with emerging **recreation trends** and industry leaders to position Mammoth Lakes as a model community for recreation experiences.
 - Celebrations
 - MLR has joined a number of organizations that focus on recreation trends along with recruiting board and committee members that are experts in their perspective recreation fields that will support this goal.
 - MLR networking opportunities has connected with key outdoor industry leaders interested in MLR's work
 - Challenges
 - There are a number of goals for the organization and the challenge is to clearly identify the greatest need as a priority as we continue to grow as an organization.
 - Next Steps
 - Continue to engage the larger community as related to recreation trends and pursue these options through partnerships.

Mammoth Lakes Recreation
Quarterly Progress Report to the Town of Mammoth Lakes
October 21, 2015

16. **Represent** MLR at meetings and events locally, regionally or nationally as needed.
 - Celebrations
 - MLR board members and staff are well represented in their participation in various events, forums, activities, along with public and private meetings.
 - Challenges
 - Identifying and scheduling attendance at various functions for the board and staff that will allow MLR to engage, participate and provide leadership as appropriate.
 - Next Steps
 - Facilitate attendance at functions through timely communications with the MLR Board.

17. **Manage** the operations, governance and functions of the MLR Board with timely communication and compliance with **Brown Act** meeting requirements.
 - Celebrations
 - MLR staff continues to manage the governance structure through better understanding of the Brown Act
 - Challenges
 - Ensuring the timely creation of agenda items with the supporting materials to allow for posting and distribution of the agenda
 - Next Steps
 - Continue to work with the TOML staff to ensure compliance.

18. Monitor all MLR agreements to **ensure deliverable** projects meet deliverable deadlines.
 - Celebrations
 - The deliverables serve as the general scope of work and the priority focus for the organization
 - Challenges
 - Building the relationships which will enhance organic ownership to accomplish the mission of the organization
 - Next Steps
 - Continue to communicate and work with the MLR Board and the TOML Town Council to ensure that the organization is exceeding their expectations

19. Develop MLR **Personnel Handbook** that is in compliance with state and federal laws and regulations by **December 2015**.
 - Celebrations
 - Completion of the initial first draft by working with the Association of California Nonprofits with pending review by legal counsel
 - Challenges
 - Updating the Handbook based on the ever changing landscape of legal regulations as related to human resources
 - Next Steps
 - Present the first draft to the MLR Board at their November 2, 2015 board meeting

20. Follow the general scope of work as outlined in the **Executive Director Job Description** (Exhibit B)
 - Celebrations
 - The deliverables serve as the scope of work for the Executive Director
 - Challenges
 - Continuing to prioritize projects which will provide direction and focus for the organization
 - Next Steps
 - Begin to create a Five Year Strategic Plan



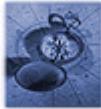
vision



mission



objectives



strategies



action plans

Mammoth Lakes Recreation
Categories to Consider in Determining Top Tier Capital Projects

Project Name:
 Project Lead:
 Project Description:
 Estimated Capital Cost:

(A) Public Benefit (Explain in Notes)	Y	N	Notes	Next Steps
Define the benefit				
Facility Use & Demand <ul style="list-style-type: none"> • # served (activities) • Multi or Single Use • Seasonal or Year Round • Targeted market segments served • Fits into existing infrastructure • Expands infrastructure • Not redundant 				

(B) Planning & Development (Explain in Notes)	Y	N	Notes	Next Steps
Feasibility Study Completed <ul style="list-style-type: none"> • If no, status report 				
Location Identified				
Location Available				
Environmental Analysis				
Additional Regulatory Approvals				
Capital Cost for the Project				
Capital Raised & Sources				
Partners				
Potential Future Partners				

(C) Operations & Sustainability (Explain in Notes)	Y	N	Notes	Next Steps
Partners				
Operating Costs and Sources				
Cost Effective Operations Identified				
Replacement Reserve				
Business Plan (The 8 Elements)				
Governance Plan				
Marketing Plan				

**Mammoth Lakes Recreation
Mammoth Lakes, California
Funding Opportunities Matrix**

Funding Mechanism	Vendor	Purpose of the Funding	Amount of Funding	Notes
Social Media	Facebook	Unrestricted		Soft Money –08.05.15
Social Media	Amazon Smile	Unrestricted		Soft Money –08.06.15
Social Media	GoFundMe	Unrestricted		Soft Money –08.12.15 – pending
Social Media	Various Crowdfunding Sources	Unrestricted		
Donors/Membership	Individual			
Corporate Support	1% for the Planet	Unrestricted		Soft Money –08.12.15 – pending
Grant	Safeway Foundation	Quality of Life		
Grants	New USA Funding			DUNS & SAMS Numbers
Grants	On Line Grants Application			
Grants	Recreation Trails Program	Lake George MUP	\$854,000.	Collaborative w/TOML - TOML Submit 09.15.15
Corporate Support	American Honda Motors			
Grants	National Endowment for the Arts	MACC Funding	\$25,000 - \$200,000	Collaborative w/MCF – due 09.21.15
Grants	Cultural Organizations	Mammoth Museum	Up to \$40,000	Collaborative w/MM – Harvey/Yollie – 08.2015
Grants	Cultural Organizations	Mammoth Museum	\$50,000 - \$100,000	Collaborative w/ MM – Harvey/Yollie – 08.2015
Grants	CA State Parks Foundation	Park Partnerships	\$500 - \$50,000	Collaborative w/TOML – 3x Annually
Corporate Support	Patagonia			
Grant	USDA	Facilities		Collaborative w/TOML
Grant	Fundsnet Services	Arts and Culture		Collaborative w/Mono Arts Council
Grant	Andrew Mellon Foundation	Arts and Culture		Collaborative w/Mono Arts Council
Grant	Rural Assistance Center	Community Centers		Collaborative w/TOML
Grants	grants.gov	NPS Challenge Share		Collaborative w/NFS
Grants	grants.gov	Arts & Culture	\$10,000 - \$30,000	Collaborative w/MAC - due 11.01.15 / Match
Grants	sustainablecommunities.gov			
Grants	Every Body Walk	Trails Signage	\$2500	Due October 15
Grants	CalNonprofits	Community Engagement	\$10,000	Due October 2 - MLR submit on 10.02.15

**Mammoth Lakes Recreation
First Draft Communications Plan
October 13, 2015**

The purpose of this Communication Plan is to present a framework on how we will communicate as an organization with the community. The community is comprised of two types of stakeholders:

- **Internal**
 - Staff and the MLR Board of Directors
- **External**
 - Parents, businesses, civic groups, religious groups, elected officials, second home owners and other members of the community

Vision

To be the best alpine recreation community in the country

Objective:

Our objective is to improve internal and external communication systems with the goal of creating open, two-way communication between all members of the Mammoth Lakes community.

1. Clarify or flow of information
 - Distribute organizational charts to all stakeholders (internal & external) showing decision-making process, reporting, and accountability structure.
2. Provide ongoing training and support for staff and board members in effective communication techniques
 - Provide continuing training sessions as part of staff and board meetings on how to communicate our message
 - Supply staff and board members with public relations fact sheets and other easy-to-use communications tools as needed when issues arise
 - Create quick, web-based form for schools to utilize when reporting an upcoming event for the public
3. Provide regular information about the organization
 - Distribution of the Weekly Sunday Board Communique which is copied to staff and board of directors via email
 - Distribute information from meetings on a need-to-know basis
 - Distribute all external publications and news releases to all staff, board members and the community via email, website and social media
 - Issue short, bulleted FYI sheets to staff, board members and the community when there is urgent news that needs to be shared via email, website and social media
 - Actively engage the public in board meetings and workshops as aligned with the work of the organization

4. Create a system to encourage the flow of information from the community to the organization
 - Encourage community members to sign up for our organization's interested parties list
 - Conduct electronic surveys to collect data about our priorities
 - Offer informational meeting opportunities to receive feedback
5. Publish and distribute informational pieces
 - Annual "State of the Organization" – to be distributed via email, website, and social media sites
 - Post information on the MLR website and social media sites
6. Communicate with civic, community and religious groups
 - Include groups in mailings and provide opportunities for signing up for MLR's interested parties list
 - Attend community meetings as needed to provide and gather information
 - Provide communication materials to key leaders
 - Develop partnerships with community groups and organizations
 - Develop partners and programs that will support the work of our mission
7. Be visible in the community (Board & Staff)
 - Attend community organization meetings
 - Encourage participation in the local service clubs
 - Host Community Town Hall Meetings when appropriate
 - Encourage board members and staff to share the good work of the organization
 - Seek business partnerships
8. Promote the successes of Mammoth Lakes Recreation
 - Produce Public Service Announcements highlighting the successes of the organization
 - Distribute press releases and host recognition events

Strategies:

1. Keep communications simple
 - Use clear, concise and non-educational style for all general publications
 - Vary the types and level of communication to target diverse audiences
 - Translate communication pieces when appropriate for various language groups
 - Use bullet points when appropriate
 - Highlight messages in the title
 - Proofread all documents with a second set of eyes prior to distribution
2. Create information sheets
 - Create information sheets on the "hot" topics for distribution
 - i. Have these sheets available on the web site for quick reference
 - Create a consistent template for these information sheets

3. Communicate face-to-face
 - The more difficult the situation the more important it is to communicate face-to-face
 - Make phone calls as appropriate to stay ahead of the curve
 - Encourage staff to relay messages through personal interaction when appropriate
4. Emphasize guest service
 - Guests and visitors must leave with an answer to their concern or question
 - Never be dismissive
 - Actively listen to understand the message beyond the words
5. Train staff and board members
 - To understand what they say to friends, neighbors and people in the community, and the impact their words have on the perception of MLR in the community
 - Engage front line staff in the conversation, and make sure they have access to the “hot” topics immediately as they are the best link to the community
6. Develop relationships with our community
 - Develop relationships with the business community and the Chamber of Commerce
 - Ask for their input about how MLR can assist them
7. Study the media
 - Pay attention to the stories in the local newspapers
 - Note what people are generally used as a source of information
 - Develop relationships with editors and reporters
8. Prepare our messages
 - Study issues that are facing recreation and be prepared to respond with information sheets
 - Develop responses on how these issues affect our community
 - Avoid technical jargon by keeping it simple and using quotable sound bites when appropriate
 - Prepare stories in the format that match those used by the local media

Elements of this document were adopted from the Orange Unified School District dated June 2007