Agenda Item 8
October 20, 2010
File No.

AGENDA BILL

Subject: Staff Work Priorities

Initiated by: Robert Clark, Town Manager RClark

BACKGROUND:

The purpose of this agenda bill is to obtain Town Council input and direction regarding staff work priorities. Over the course of the recession staffing levels have been reduced several times and all departments have been impacted, either by having fewer personnel or by having high priority programs transferred to them due to cuts in personnel. Each department has been asked to provide lists showing:

- Projects completed in FY 2009-10.
- Projects and programs scheduled to be completed in FY 2010-11.
- Projects and programs which have been deferred.

ANALYSIS/DISCUSSION:

Staff has attempted, within available resources, to continue to maintain the highest priority services. Several project and service area limits that may be of concern to the Town Council are highlighted below:

1. Draft Zoning Code Update: Council has given high priority to establishing a regulatory framework that is predictable and consistent with reinvestment. The community development workplan contains a number of components that will provide the basis of the zoning code update. The draft update can be completed by the end of the year, as long as no other new or unanticipated projects are assigned which divert staffing resources. If new work does arise, staff will advise the Town Council, and make recommendations regarding adjustments to the work plan.

   Once drafted, the Update will require environmental review in accordance with CEQA. This work is expected to be budgeted and undertaken in FY 2011-12.

2. Transient Occupancy Tax (TOT) Enforcement: In past years the Finance Department has had staff search the internet and take other

actions to make sure all renters have a business license and are filing TOT returns. This effort has been quite productive. With limited staff, it has been temporarily suspended until competing priorities can be outsourced. For example if an alternate arrangement can be made by ESTA to provide its accounting services, town staff may be able to devote some time to TOT enforcement. Currently the Town is obligated by contract to provide accounting services to ESTA. We are also unable to spend as much time as has been spent in the past to process business licenses.

We are looking to the Lodging Association, Mammoth Lakes Tourism, and Avery & Associates for help and suggestions on how to improve enforcement. Outsourcing leads provided by MLT were reviewed, but do not appear to fit our needs.

3. Police Services: One of the assignments for the Interim Police Chief is to analyze the staffing needs of the department in the long run, and the highest priorities in the short run. The number of sworn personnel has been reduced from 23 in the FY 2007-08 Budget to 18 in the FY 2010-11 Budget. A report on this will be made later in the fall.

4. Code Enforcement: Increased code enforcement has been a priority of past Town Council's. After the departure of the code enforcement officer, a team of employees from different departments was created to take over the function. The latest round of staffing changes has affected the make-up of the team. However, we will continue to be able to provide minimal staffing resources for this purpose.

5. Animal Control and Parking Control: The animal control and parking control positions were eliminated early in the recession, and those duties are being handled at a basic level by the police officers. A proposal to contract with Mono County for part time coverage was rejected by the County due to its own budget limits.

6. Airport Planning: The airport has already reached capacity with respect to the terminal, which can only accommodate one flight at a time, and the runway, which cannot accommodate fully loaded commercial aircraft in summer conditions. The FAA has an elaborate planning process that must be undertaken to qualify to get federal funding for new facilities. It will also be necessary to provide some temporary facilities in the meantime. Both temporary and permanent facilities are subject to environmental review under CEQA and NEPA. Other than a $180,000 FAA grant for a terminal area study, no resources are budgeted to move this priority forward this year.

7. Budget Format: Our experience has been that budget format changes are labor intensive. Given the personnel changes associated with the formation of an Administrative Services Department, any major changes in format will need to be delayed until next year.

8. Admistrative Capacity: With the elimination of the Assistant Town Manager position, and the transfer of personnel duties to the Town Manager's Office, our ability to take on assignments that are not otherwise delegated to the operating departments is eliminated. Also, staffing in the operating departments has been curtailed, and they have taken on some work formerly being handled by administration.

   The amount of resources available to review agenda bills, staff reports and departmental work will be slowed. If new assignments arise, or we are unable to complete those currently contemplated, staff will advise the Town Council and make recommendations regarding adjustments to the work plan.

9. Mammoth Lakes Trails: While the above services are being reduced, MLTPA has requested that the Town Council consider spending General Fund money on Mammoth Lakes Trails in addition to that which may be approved as part of the Measure "R" allocation this fall. This may impact the ability of Council to address other priorities.

OPTIONS ANALYSIS

Option 1: Review and provide input on the staff work priorities.
Option 2: Accept the priorities as stated.

VISION CONSIDERATIONS:

In recent years, Town Councils have tried to establish a more formal and disciplined linkage between the staff work effort and the Vision. A framework known as "Moving Mammoth Forward" was approved, budget format changes were made, and performance measures were considered, but not pursued.

The proposed review of work lists is a much more informal process which relies more on each councilmember's intuitive sense of priorities.

STAFFING CONSIDERATIONS:

The department heads have been directed to include only those projects and programs that they can complete this year with existing resources.

Adding additional tasks will require changing priorities or adding resources.

FINANCIAL CONSIDERATIONS:

As described above, the current year lists are based on existing resources, including Town Council approved funding levels.

ENVIRONMENTAL CONSIDERATIONS:

None

LEGAL CONSIDERATIONS:

None

RECOMMENDATION:

Therefore, it is recommended that the Town Council review and provide input on staff work priorities.

Attachments:

1. Town Manager
2. Admistrative Services
3. Airport and Transportation
4. Community Development
5. Police
6. Public Works
7. Recreation

OFFICE OF TOWN MANAGER

Robert F. Clark, Town Manager

P.O. Box 1609, Mammoth Lakes, CA 93546

MEMORANDUM

To: Town Council
From: Town Manager
Subject: Proposed Staff Workplan for FY 2010-11
Date: September 20, 2010

Workplan summary for the Town Manager Department:

Projects completed in FY 2009-10:

1. DMO formation
2. United EA
3. Summer Air Service
4. CFFC DIF recommendations
5. Civic Plus Web-Site
6. Granicus Web-Casting
7. Mobility working group
8. Measure U process
9. Hot Creek Litigation Briefing Process
10. Intrawest Settlement
11. Balance Budget
12. Labor Agreements
13. Budget Format
14. Restructuring Report
15. Mammoth Disposal Agreement

Projects scheduled to be completed in FY 2010-11.

1. Recreation Director Recruitment
2. Administrative Services Director Recruitment
3. Police Chief Recruitment
4. Town Attorney Contract
5. ERAF Legislation
6. Mammoth Firewood Purchase
7. Long Term Funding Agreement with MLT
8. MLT Lease and sub-leases
9. Ice Rink Lease
10. Police Facility Lease
11. Outsourcing Study

Phone: (760) 934-8989, ext. 226 Email: rclark@ci.mammoth-lakes.ca.us

12. Hot Creek Litigation/CJPIA Appeal

Projects deferred to future planning periods:

1. Airport Facility Planning/Funding
2. Airport Facility CEQA
3. Energy/Environmental Programs
4. Implementation of Outsourcing Recommendations
5. Evaluation of Town/County Cooperative Efforts
6. Evaluate Redevelopment Options
7. Teambuilding
8. South Gateway Planning

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OFFICE OF TOWN MANAGER

Robert F. Clark, Town Manager

P.O. Box 1609, Mammoth Lakes, CA 93546

MEMORANDUM

To: Town Manager
From: Administrative Services Department
Subject: Proposed Staff Workplan for FY 2010-11
Date: September 20, 2010

Workplan summary for the Town Manager Department:

Projects completed in FY 2009-10:

1. Labor Contract with Concessions
2. Solid Waste Franchise Agreement
3. Minaret Mall Lease
4. Website/Web Casting
5. Curbside Pick-up Overhaul
6. Budget Format Revision
7. Payroll Direct Deposit

Projects scheduled to be completed in FY 2010-11.

1. Combine Human Resources and Finance Departments
2. Transition ESTA duties
3. Annual Audit
4. Gas Tax Audit
5. Snow Reimbursement
6. Two Tier Retirement System (Executive Group)

Projects deferred to future planning periods:

1. TOT Enforcement (Current and Enhanced)
2. Business License Collections
3. New budget format
4. Financing Placements
5. Revise Starwood LOC

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Mammoth Yosemite Airport
HCR 79, Box 209
Mammoth Lakes, CA 93546

MEMORANDUM

To: Robert Clark, Town Manager
From: William Manning, Airport & Transportation Director
Subject: Proposed Staff Work plan for FY 2010-2011
Date: September 17, 2010

Work plan for the Airport and Transportation Departments:

Projects Completed in FY 2009-10:

1. Began year-round commercial air service with one flight daily with Horizon Air
2. Completed year two of commercial service with four flights daily with Horizon Air.
3. Achieved 15,000 enplanements and so qualified for the $1,000,000 Federal Aviation Administration (FAA) annual entitlement grant.
4. Added six pieces of snow removal equipment at the airport purchased with a $1,300,000 FAA grant.
5. Completed a new 50 year lease with the Los Angeles Department of Water and Power (LADWP).
6. Entered into a new contract between the Town and Eastern Sierra Transit Authority (ESTA) that resolved outstanding operational and jurisdictional issues.
7. Installed a town wide integrated (Town, ESTA, and Mammoth Mountain Ski Area) transit sign system.
8. Increased transit ridership from 2008 to 2009 by 11% with 316,531 riders in 2009.
9. Enhanced transit routing to maximize efficiency and ridership, i.e. added the Canyon Blvd. loop to the Town Trolley.

Projects Scheduled to be Completed in FY 2010-11:

1. Initiate commercial air service with United Airlines with one flight a day from San Francisco International Airport beginning December 16th.
2. Continue commercial air service with Horizon Air this winter with two flights from Los Angeles International Airport and one flight from San Jose International Airport. Winter service with three flights a day begins December 16th.
3. Submit an FAA grant funded Airport Layout Plan Narrative to the FAA which upgrades the Airports Category from B III to C III.
4. Complete an FAA grant ($180,000) funded Terminal Area Study which includes terminal initial design as well as ramp and landside facilities.
5. Submit an application for a Small Community Air Service Grant to fund the subsidy and marketing effort for next years summer air service.
6. Update the Airport Security Plan and implement security measures required by the Transportation Security Administration for airports with year round service.
7. Complete a new Airport Emergency Plan as required by the FAA.
8. Acquire 2.85 acres of LADWP land to meet the requirements of a 1,000 foot extended safety area for Runway 27. Use FAA grant funding for NEPA environmental work and fencing requirements for this area.
9. Apply for FAA grant funding for environmental work for Airport capital projects including a new terminal and runway extension.
10. Execute a triennial live burn and aircraft rescue and firefighting exercise involving all affected agencies.
11. Continue efforts to integrate Town, ESTA, and MMSA transit program with mid-term goal of one transit system.

COMMUNITY DEVELOPMENT
P.O. BOX 1609, MAMMOTH LAKES, CA 93546
(760) 934-8989, fax (760) 934-8608

DATE: **OCTOBER 11, 2010**

TO: **ROBERT CLARK, TOWN MANAGER**

FROM: **MARK WARDLAW, COMMUNITY DEVELOPMENT DIRECTOR**

SUBJECT: **PROPOSED STAFF WORK PLAN FOR FY 2010-11**

Work plan summary for Community Development Department:

Projects completed in FY 2009-10

1. Mammoth Crossings North Village Specific Plan Amendment
2. Old Mammoth Place Use Permit, Vesting Tentative tract Map, and Specific Plan Amendment
3. Snowcreek Development Agreement
4. Vista Point Use Permit/tract Map
5. Medical Marijuana Regulatory Ordinance
6. Medical Marijuana Cooperatives Zoning Ordinance Amendment
7. Bell Parcel General Plan and Zoning Code Amendments
8. Development Impact Fee and Housing Mitigation Amendments as recommended by Capital Facilities Funding Committee
9. General Plan Housing Element Update
10. CDD Billing System Improvements

Projects scheduled to be completed in FY 2010-11[1]

1. Complete and Integrate District Planning
    a. Downtown - Completed
    b. Sierra Valley Sites
    c. South Old Mammoth Road and East Open Space Stream Corridor
    d. Gateway
    e. Integrate District Plans
2. Complete Master Plans [CEQA programmed in FY 11-12]
    a. Trails Master Plan
    b. Parks and Recreation Master Plan
    c. Mobility Plan (joint CD and PW)
    d. Public Arts Plan

[1] CDD lead unless noted otherwise.

    e. Lakes Basin Special Study (support PW)
    f. Resort Investment and Public Facilities (joint CD and PW)
    g. 395 Scenic Byway (support PW)
    h. Urban Water Management Plan (support MCWD)
3. Complete Zoning Code Update [CEQA programmed in FY 11-12]
    a. Zoning
    b. Affordable Housing
    c. Grading and Subdivision (support PW)
4. Complete Traffic Model (support PW)
5. Current Planning and Development Services
    a. Process planning permit applications
    b. Process Medical Marijuana Use Permit applications
    c. Engineering and building permit plan checks
6. Inspection Services and Code Compliance
    a. Building permits
    b. Building inspections
    c. Code compliance cases
7. Operations and support
    a. Town Council
    b. Planning Commission
    c. Public Art Commission
    d. Building Advisory Committee
    e. MLTPA
    f. Budget and invoicing
    g. Personnel
    h. Contract and project management
    i. Professional services procurement
    j. Grant writing

Projects deferred to future planning periods:

1. Increased Code Enforcement
2. Main Lodge Land Exchange, pending application
3. Annexation of unincorporated areas in the vicinity of Shady Rest Park and ORMAT wells

POLICE DEPARTMENT

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568 Old Mammoth Road
Mammoth Lakes, CA 93546
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www.mammothlakespd.org

September 20, 2010

TO: Town Manager

FROM: Chief of Police

SUBJECT: Proposed Police Department Workplan for FY 2010-11

Projects completed in FY 2009-10

The Police Department was in a state of transition during much of FY 2009-10 with the announcement of the retirements of the Chief and Second-in-Command lieutenant. Preparing for a transition to an interim Police Chief and fall-out from the Rusty's incident, consumed a considerable amount of time and energy.

The Police Department did complete the following projects:

1. Developed a proposal to implement the Human-Bear Management Plan on Forest Service lands
2. Improved organizational communication
3. Responded to and addressed the recommendations of the 2008/09 Grand Jury
4. Expanded the Community Emergency Response Team and provided additional training

Projects scheduled to be completed in FY 2010-11

1. Provide recommendations to the Town Manager on the following management issues:
    a. Staffing and scheduling issues
    b. Command structure
    c. Coordination with the Mono County Sheriff's Department and California Highway Patrol
    d. School Resource Officer position
    e. Police Facility

   f. Wildlife management
   g. Retention of a permanent Police Chief
2. Identify and reach out to Hispanic community leaders and establish a meaningful Outreach program to serve as a bridge to the Hispanic community through on-going meetings and improved lines of communication
3. Fill the management vacancy created by the retirement of Lieutenant Jim Short
4. Once the management team is in place, assign supervisory collateral duties to balance the workload
5. Standardize the disciplinary process to hold employees more accountable
6. Improve media relations
7. Improve outreach to community stakeholder groups such as the Chamber of Commerce
8. Re-initiate quarterly law enforcement leadership meetings with the Chief of Bishop Police Department, the Sheriffs of Mono and Inyo Counties, and the Division Chiefs of the Highway Patrol for Mono and Inyo Counties.
9. Resolve the issue regarding the Wildlife Specialist's ability to use firearms or alternative resources in the Inyo National Forest
10. Conduct a Team Building Workshop to develop a more cohesive team and improve employee morale
11. Coordinate improvements to the Police Facility
12. Expand the CERT program

Projects deferred to future planning periods:

There are no projects scheduled to be deferred. However, the reduction in staffing that occurred in FY 2010-11 will potentially reduce service levels. Examples could include TOT compliance checks and special operations such as DUI checkpoints. With the elimination of the Human Resource/Risk Manager position, the Emergency Operations Center will likely shift to the Police Department. Any EOC upgrades will have to be deferred.

Town of Mammoth Lakes
Public Works Department
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Phone (760) 934-8989 ext 257, Fax 934-8608

MEMORANDUM

To: Robert Clark, Town Manager
From: Ray C. Jarvis, Public Works Director
Subject: Proposed Staff Work Plan for FY 2010-11
Date: September 21, 2010

Work plan summary for the Public Works Engineering:

Projects Completed in FY 2009-10

1. Main Street South Frontage Road
2. Main Street Traffic Signals – schematic design
3. Main Street North Frontage Road – design
4. Meridian Blvd – design
5. Canyon Blvd Phase 2 – design
6. Waterford Bridge and Trail – partial planning and design
7. Manzanita Connector Trail (Base)
8. Community Center Tennis Courts

Projects Scheduled to be Completed in FY 2010-11[1]

1. Traffic Model
2. Mobility Plan (joint PW and CD)
3. Resort Investment and Public Facilities Plan (joint PW and CD)
   a. The RIPFP is a long-range capital investment strategy. The strategy will provide a framework to implement planned facilities and includes: prioritization guidelines, triggers and timing and financial discipline.
4. Speed Surveys – LMR, Lakeview, Canyon, OMR
5. Striping Plans – Hillside, Manzanita, Sierra Manor
6. Sherwin Street Pedestrian Bridge
7. Sherwin Creek Road Improvements to Turner Tank Farm
8. Lake Mary Bike Path and Road Improvement
9. Waterford Bridge and Trail – TE Grant Application
10. Town Way Finding
11. USFS Lands Way Finding

[1] Public Works lead unless noted otherwise.

12. USFS Update of all Town Use Permits
13. Twin Lakes Trailhead
14. Lake Mary Completion Project (USFS ARRA)
15. Safe Routes to School (Federal) – Sierra Park
16. Safe Routes to School (State) – Tavern Road
17. 395 Scenic Byway Corridor Management Plan
18. Scenic Loop Bike Lanes
19. Tiger II Grant Application for Meridian Blvd
20. Community Center Park – Playground Equipment Replacement
21. OMR Bus Turnouts
22. OMR Trail Segment 4a Gap
23. Lakes Basin Special Study (SNC Grant)
24. Lakeview Road Heat Exchange System
25. Gateway Monument
26. Parking Ordinance – Sierra Manor
27. Grading and Subdivision Ordinance Update
28. Regulatory Traffic Signage – OMR, Manzanita
29. Functional Classification Map Update
30. Airport Access Road CEQA Compliance
31. Airport Access Road Use Permit
32. Whitmore Traffic Impact Analysis
33. Whitmore Track – Use Permit, LADWP Revised Lease Agreement
34. Pavement Management System Update
35. Airport Access Road Use Permit
36. Maintenance Building Boiler Replacement
37. Downtown Neighborhood District Plan – Caltrans, Circulation, Potential BAD, Pilot Projects
38. E-Verify Evaluation
39. MLTPA Contract – Mammoth Lakes Trail System Support
40. USFS MOU
41. MCWD MOU
42. Trails End Park Plaza
43. Multiuse Facility Fencing
44. Police Facility Remodel

Projects and Programs Deferred or Planned for Future Fiscal Year

1. College Connector Trail
2. Waterford Bridge and Trail – design development and construction
3. Meridian Blvd – construction
4. Canyon Blvd Phase 2 – construction
5. Airport Access Road – design development and construction
6. Trails End Park (Bros. Skate Park) – final design and construction
7. Multi-use Facility (Ice) – phased construction
8. Roundabout – Minaret and Forest Trail
9. Main Street Traffic Signals
10. Increased Park Maintenance

11. Expanded Sidewalk Snow Removal
12. Storm Water Master Plan
13. Sherwin Street – Mammoth Creek Culvert Replacement

Public Works Staff Services

1. Mammoth Lakes Trail System
2. RecStrats
3. Local Transportation Commission Staffing
4. Mobility Commission Staffing
5. Planning Commission Support
6. Capital Facilities Funding Committee
7. Engineering Permits
8. Traffic Engineering
9. Assessment District Engineering
10. Final Map Review
11. Lot Line Adjustments
12. Floodplain Management
13. Public and Private Facilities Easements
14. Right-of-Way Dedications and Vacations
15. Inspection Services
16. Professional Services Procurement
17. Engineering Review of Planning and Building Permit Applications
18. Professional Engineering and Design
19. Project Management
20. Construction Management
21. Long Valley Mineral Materials Site
22. Grant Writing
23. Special Event Support
24. Snow Removal Contracts

OFFICE OF TOWN MANAGER
Robert F. Clark, Town Manager
P.O. Box 1609, Mammoth Lakes, CA 93546

MEMORANDUM

To: Town Manager
From: Stuart Brown, Recreation Manager
Subject: Proposed Staff Workplan for FY 2010-11
Date: September 20, 2010

"Tourism depends on attractions. Rarely do people travel to another place because they enjoy the car or airplane ride, or because they want to stay in a particular hotel or dine at a restaurant in a different city. The desire to go to another place is stimulated by attractions. In most communities, primary attractions are the sports tournaments, festivals, parks, and major recreation facilities operated by Public Park and Recreation Departments (PARD). However, most stakeholders remain unaware of PARDs' central role in tourism." – John Crompton, Ph.D. "**Measuring the Economic Impact of Park and Recreation Services.**"

To deliver seamless recreation in the Eastern High Sierra where collaboration ensures quality life experiences for generations, the Recreation Department will need to externally: partner with recreation stakeholders and agencies, while internally: implement an integrated, collective and team-based process.

Five strategies were identified in the Town of Mammoth Lakes Recreation Plan and their goals and tasks have been incorporated into the 12-month Recreation Workplan. The coordination and accountability of these tasks will be the responsibility of the Recreation Manager/Director and affiliated Department Heads.

The underlying philosophy of the work plan is to get back to basics. We need to complete unfinished projects, adequately maintain existing facilities, provide diverse community-centric recreation programming, foster communication with all our user groups and stakeholders throughout the community and finally, and most importantly, grow participation.

To achieve the many items identified in the workplan staff has implemented a team-based structure. This new structure is intended to overcome restrictive 'silos', facilitate connectivity and increase productivity. Currently, staff from Recreation, Public Works, Community Development and Parks Maintenance meets weekly and ad-hoc based on the needs of the specific project(s) identified in the workplan. Implementing cross-departmental relationships and engaging Town staff with broad skill-sets, not only provides economies of scale, but enables the Town to accomplish more tasks without employing additional staff.

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Workplan summary for Recreation Department

Major Projects completed in FY 2009-10:

1. Separation from Tourism and Recreation Department
2. Restructuring and Relocation of Recreation Department
3. Creation and Implementation of Town of Mammoth Lakes Recreation Plan
4. Awarded $745,215 in Measure R Funds for Parks, Trails and Recreation
5. Hosted 8,140 skaters at the Mammoth Ice Rink
6. Welcomed 7,681 swimmers at the Whitmore Pool
7. Enhanced the lives of over 200 youth through summer camps and programs
8. Staged the popular Summer Softball League and regional Men's & Coed Softball Tournaments
9. Staged festive events: Holiday Tree Lighting, Community Easter Egg Hunt and the July 4th Spectacular
10. Produced new Mammoth Lakes Winter Recreation Map and distributed over 20,000 copies of the all-encompassing bi-annual Mammoth Lakes Recreation Guide.

Projects scheduled to be completed in FY 2010-11:

1. **Provide Diverse Recreation Programming**
    a. Program Town Owned/Managed Facilities
        i. Swim lessons, Summer camps, Tennis lessons, Softball League & Tournaments, Youtheatre, Hot Shots Basketball, Little Sluggers T-ball, Shady Rest Snack Bar, Adult Flag football.
    b. Develop New Recreation Programming
        i. Conduct quantitative and qualitative analysis of existing recreation programming to introduce new "need-based" programs
    c. Provide registration and other administrative capacity for programs and activities.
        i. Manage Recreation Database
        ii. Administer Facility Use Agreements
    d. Produce Holiday Events
        i. Halloween, Easter, Christmas Tree Lighting and July 4th Spectacular
    e. Facilitate Local Events
        i. Process Special Event Permits (includes meeting with event producer prior to event with applicable town staff)
        ii. Process Street Post Banner Applications
        iii. Facilitate coordination of Town owned special event equipment (includes Measure R)
    f. Administration of annual Youth Sports Funding Process

2. **Engage in Recreation Planning**
    a. Ensure Adoption of Parks and Recreation Master Plan
    b. Ensure Adoption of Trails Master Plan
    c. Ensure Parks Facilities are identified in the Resort Facilities Investment Plan and CIP

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d. Collaborate with the Public Works Dept. and MLTPA on the build-out and management of the Mammoth Lakes Trail System (MLTS), SHARP, LABSS and the Shady Rest Recreation Study
e. Participate in Grant Acquisition and Fulfillment (OSV/OHV)
f. Conduct research and identify emerging recreation trends for planning, programming, administration, risk management etc..

3. **Foster Communication and Participation**
   a. Produce & Disseminate Recreation Programs, Events and Activities
      i. Includes: Bi-annual Mammoth Recreation Guides, Website, Twitter, Facebook, "Recreation This Week", Public Service Announcements (print/electronic), Press Releases and Public/Community Relations.
   b. Engage with Recreation Stakeholders
      i. Liaise with Mammoth Trails, Mammoth Lakes Sports Council, Mammoth Mountain Ski Area LLC, Snowcreek Athletic, Disabled Sports Eastern Sierra and other recreation user groups or non-profits to increase collaboration and participation.
   c. Engage with the Tourism Industry
      i. Collaborate with Mammoth Lakes Tourism on the marketing of recreation programs, events and activities

4. **Coordinate Facility Maintenance**
   a. Ensure Effective Internal Communication with Public Works on the maintenance of Town Owned/Managed Facilities
   b. Ensure Effective External Communication with User Groups and Agencies
      i. USFS, Mono County, MCWD, DWP

5. **Ensure Responsible Recreation Management**
   a. Provide Staff Support for Recreation Commission
      i. Schedule and post Public Meetings, meet with Commission Chair to create agenda, draft Staff Reports, staff & record meetings and produce/post Meeting Minutes
   b. Provide Administration services for Measure R bi-annual award process, oversight of project financials (Audits), and production of timely reporting
   c. Develop a Strong Department that is Fiscally Responsible
      i. Addition of Parks and Recreation Director

6. **Town Administration**
   a. Provide Website Administration Services for Town staff
   b. Provide Public Relations and PIO Services for the Town
   c. Produce and Electronically Disseminate Town e-News, PSA's, and Public Service Announcements.
   d. Provide Community Relation Services for the Town as needed

Projects deferred to future years

1. Mammoth Ice Rink Operation and Programming