

# Town of Mammoth Lakes The Parcel

## Communication Strategy

May 23, 2019

Prepared for:



Prepared by:



# Introduction

The Communication Strategy (Strategy) is intended to describe internal and external communication processes for the conceptual land use planning and related civil engineering services for The Parcel (project). The Strategy provides the Consultant Team (Lisa Wise Consulting, Inc. (LWC), Opticos Design, Inc. (ODI), Crabtree Group, Inc., and Novin Development, Corp.) and Town staff with the following objectives for clear communication throughout the project:

- Facilitate communication and information access across all parties and the public;
- Ensure all parties are up-to-date as to the project's status;
- Further enable all parties to conduct business for this project in an efficient manner;
- Ensure key deadlines and issues are identified, tracked, and addressed; and
- Involve all relevant individuals and organizations as necessary.

The Strategy is organized in two parts: Internal (specific to processes and responsibilities relevant to the project team) and External (specific to processes and responsibilities relevant to the project team's communication with the public).

## Internal Strategy

The purpose of the Internal Strategy is to provide clear information on communication protocols among Town staff, the Consultant Team, and supporting experts.

## Communication Flow and Responsibilities

In order to clarify roles and responsibilities and ensure consistent and efficient communication among all parties, Town staff, the Consultant Team, and supporting experts are expected to adhere to the following flow of communication throughout the project.

### Town of Mammoth Lakes

As the client for the project, the Town of Mammoth Lakes will be included on all appropriate and relevant internal communication (e.g., outreach coordination, submittal of deliverables, etc.). The following describes the role of the Town's project manager:

**Project Manager:** Sandra Moberly (Community and Economic Development Director)

- Point of contact for this project, including the submittal of deliverables
- Must be copied on all email communication that includes Town staff
- Must approve all external communication

Chandler Van Schaack, new Senior Planner, will administer the Consultant Team's contract.

## Consultant Team

The Consultant Team will be led by LWC. Communication among consultants on the Consultant Team will occur throughout the project. The Town will be included on these communications whenever appropriate, as determined by the Consultant Team's project manager. The following describes the role of the Consultant Team's project manager:

**Project Manager:** Jen Daugherty (LWC)

- Point of contact for all coordination among the Consultant Team
- Must be copied on all email communication that includes members of the Consultant Team
- Must approve all communication between members of the Consultant Team and Town staff
- Delegates and organizes responsibilities among the Consultant Team
- Monitors the Consultant Team's budget

## Communication Protocol and Data Sharing

Jen Daugherty will communicate directly with Sandra Moberly and Town staff as appropriate. Jen Daugherty will include Sandra Moberly and Grady Dutton on all project correspondence with Town staff.

Jen Daugherty will have access to the Town's server to facilitate data sharing between the Town and Consultant Team. All project information will be saved in the appropriate folder on the Town's server here:

- P:\PUBLIC WORKS AND PLANNING\Shady Rest Tract

Jen Daugherty will share data and information with the Consultant Team via Dropbox. The Town will not need access to the Consultant Team's shared Dropbox folder as Jen Daugherty will be the conduit having access to both the Town's server and Consultant Team's Dropbox. This is intended to provide efficiencies by reducing time spent by Town staff downloading and uploading files.

Jen Daugherty will only download information from the Town's server and will not create folders or upload information unless specifically authorized by Sandra Moberly.

## Supporting Experts

The project will include support by other key experts that are not subconsultants to LWC. The communication process involving these key experts is described below:

- **Mammoth Lakes Housing, Inc.** As the local non-profit housing authority, Mammoth Lakes Housing, Inc. will be important to the success of the project. The Consultant Team will not communicate directly with Mammoth Lakes Housing, Inc. (and vice versa); all inquiries will be made through the Town's project manager unless otherwise approved by the Town's project manager. Mammoth Lakes Housing, Inc. will be invited to attend all biweekly progress meetings and/or calls (see below) and the internal charrette (see below).

- **Keyser Marston Associates.** As the party on contract with the Town to complete demand analysis, projected absorption, and pro forma work for The Parcel, Keyser Marston Associates will contribute and be involved in discussions, meetings, and deliverables relevant to that analysis. The Consultant Team will not communicate directly with Keyser Marston Associates (and vice versa); all inquiries will be made through the Town's project manager, unless otherwise approved by the Town's project manager. Keyser Marston Associates will be expected to attend the internal charrette (see below) and biweekly progress meetings and/or calls as directed by the Town's project manager.
- **Triad/Holmes Associates.** As the party under contract with the Town for on-call engineering services, Triad/Holmes Associates will be involved in the project process as necessary. The Consultant Team will not communicate directly with Triad/Holmes Associates (and vice versa); all inquiries will be made through the Town's project manager, unless otherwise approved by the Town's project manager. Triad/Holmes Associates is not expected to attend biweekly progress meetings and/or calls or the internal charrette.
- **Katharine Allen, MA.** As the party under contract with the Town for Spanish-English translation services, Katherine Allen will be involved in the project to translate written material and provide oral interpretation services as needed. The Consultant Team will not communicate directly with Katharine Allen (and vice versa); all inquiries will be made through the Town's project manager, unless otherwise approved by the Town's project manager. Katharine Allen is not expected to attend biweekly progress meetings and/or calls or the internal charrette.

## Biweekly Progress Meetings and Calls

LWC will facilitate biweekly project coordination meetings and/or calls, which will include:

- Town staff;
- The Consultant Team; and
- Mammoth Lakes Housing, Inc.

Others may be invited to attend the biweekly meetings and/or calls upon the discretion of the Town's project manager and in coordination with the Consultant Team's project manager. As the facilitator of the biweekly progress meetings and/or calls, LWC's responsibilities include:

- Sending meeting notices/calendar invites and distributing agendas in advance;
- Recording notes during meetings or calls, clearly identifying follow up items and responsibilities, and circulating notes to all parties; and
- Summarizing the items tracked (see "Tracking" section) during each meeting or call.

Progress meetings and/or calls will occur on a set day and time, twice per month, as agreed to by all parties. If a progress meeting or call is canceled, LWC will email parties any updates regarding tracked items.

## Tracking

As the Consultant Team lead, LWC will track the following items:

- All internal and external dates and deadlines;
- Internal issues that surfaced or are anticipated;
- Requests for information or other items; and
- News on the project via Google news alerts.

## Internal Charrette

An internal charrette will be conducted to discuss input related to development objectives and prioritization, and develop a framework for the land use plan concept alternatives. The internal charrette will include a discussion of potential housing types, circulation and multi-modal networks and options, issues related to physical and environmental constraints, and alignment with Walk, Bike, Ride and the Downtown Revitalization Action Plan (e.g., Missing Middle Housing Strategy, building prototypes). The internal charrette will result in a framework for preliminary concepts, which will help facilitate future public outreach efforts and the public charrette (see Public Outreach Plan). The internal charrette may include a site tour.

The following parties will attend the internal charrette:

- The Parcel Development Team;
- The Consultant Team;
- Mammoth Lakes Housing, Inc.; and
- Keyser Marston Associates.

## Contact List

Name	Party/Role	Phone Number	Email
<b>Parcel Development Team</b>			
Grady Dutton	Public Works Director/ The Parcel Development Team Leader	(760) 965-3656	<a href="mailto:gutton@townofmammothlakes.ca.gov">gutton@townofmammothlakes.ca.gov</a>
Sandra Moberly	Community and Economic Development Director/Project Manager (Town)	(760) 965-3633	<a href="mailto:smoberly@townofmammothlakes.ca.gov">smoberly@townofmammothlakes.ca.gov</a>
Haislip Hayes	Engineering Manager	(760) 965-3652	<a href="mailto:hhayes@townofmammothlakes.ca.gov">hhayes@townofmammothlakes.ca.gov</a>
Amy Callanan	Associate Engineer	(760) 965-3657	<a href="mailto:acallanan@townofmammothlakes.ca.gov">acallanan@townofmammothlakes.ca.gov</a>
Jennifer Shedden	Associate Civil Engineer	(760) 965-3653	<a href="mailto:jshedden@townofmammothlakes.ca.gov">jshedden@townofmammothlakes.ca.gov</a>
Chandler Van Schaack	Senior Planner	(760) 965-3637	<a href="mailto:cvanschaack@townofmammothlakes.ca.gov">cvanschaack@townofmammothlakes.ca.gov</a>
Sierra Shultz	Assistant Engineer	(760) 965-3654	<a href="mailto:sshultz@townofmammothlakes.ca.gov">sshultz@townofmammothlakes.ca.gov</a>
Rob Patterson	Finance Director	(760) 965-3661	<a href="mailto:rpatterson@townofmammothlakes.ca.gov">rpatterson@townofmammothlakes.ca.gov</a>
Dan Holler	Town Manager	(760) 965-3601	<a href="mailto:dholler@townofmammothlakes.ca.gov">dholler@townofmammothlakes.ca.gov</a>
Pam Kobylarz	Assistant to the Town Manager	(760) 965-3603	<a href="mailto:pkobylarz@townofmammothlakes.ca.gov">pkobylarz@townofmammothlakes.ca.gov</a>
<b>Consultant Team</b>			
Jen Daugherty	LWC/Project Manager (Consultant Team)	(805) 453-0702	<a href="mailto:jennifer@lisawiseconsulting.com">jennifer@lisawiseconsulting.com</a>
Spencer Johnson	LWC	(805) 595-1345	<a href="mailto:spencer@lisawiseconsulting.com">spencer@lisawiseconsulting.com</a>
Stefan Pellegrini	ODI	(510) 558-6957	<a href="mailto:stefan.pellegrini@opticosdesign.com">stefan.pellegrini@opticosdesign.com</a>
Drew Finke	ODI	(510) 809-9518	<a href="mailto:drew.finke@opticosdesign.com">drew.finke@opticosdesign.com</a>
Caroline Swinehart	ODI	(510) 809-9517	<a href="mailto:caroline.swinehart@opticosdesign.com">caroline.swinehart@opticosdesign.com</a>
Paul Crabtree	Crabtree Group, Inc.	(719) 221-1799	<a href="mailto:pcrabtree@crabtreegroupinc.com">pcrabtree@crabtreegroupinc.com</a>
Iman Novin	Novin Development, Corp.	(415) 882-4626	<a href="mailto:inovin@novindevelopment.com">inovin@novindevelopment.com</a>
Sam Woodburn	Novin Development, Corp.	(925) 344-6244	<a href="mailto:swoodburn@novindevelopment.com">swoodburn@novindevelopment.com</a>
<b>Supporting Experts</b>			
Patricia Robertson	Mammoth Lakes Housing, Inc.	(760) 934-4740	<a href="mailto:patricia@mammothlakeshousing.org">patricia@mammothlakeshousing.org</a>
Tim Bretz	Keyser Marston Associates, Inc.	(213) 622-8095	<a href="mailto:tbretz@keysermarston.com">tbretz@keysermarston.com</a>
Kathleen Head	Keyser Marston Associates, Inc.	(213) 622-8095	<a href="mailto:khead@keysermarston.com">khead@keysermarston.com</a>
Paul C. Marra	Keyser Marston Associates, Inc.	(619) 718-9500 x 103	<a href="mailto:pmarra@keysermarston.com">pmarra@keysermarston.com</a>
Tom Platz	Triad/Holmes Associates	(760) 934-7588	<a href="mailto:tplatz@thainc.com">tplatz@thainc.com</a>
Katharine Allen	Translation services	(760) 920-5259	<a href="mailto:k.allen@interpretamerica.com">k.allen@interpretamerica.com</a>

# External Strategy

## Purpose and Protocols

The purpose of the External Strategy is to provide clear information on communication protocols between the project team and the public. In addition to the information and public outreach described in the Public Outreach Plan, the following protocols will be adhered to for public communication:

- The Town's project manager will be the primary point of contact with the public to ensure consistent messaging and accurate information dissemination.
- The Consultant Team will not communicate directly with the public unless at identified public events or activities, as described in the Public Outreach Plan. If calls or emails are received, the Consultant Team will direct them to the Town's project manager.
- The Town's project manager will forward all inquiries and comments from the public to the Consultant Team as appropriate.
- Town staff will manage all external outreach tools, including the website, email distribution list, social media, Bang the Table, and electronic and printed materials. The Consultant Team will provide content for public outreach communications but will not manage or operate external outreach tools.

## Expectations

External communication is expected to occur as follows:

- At events and activities described in the Public Outreach Plan, including use of Bang the Table.
- Town webpage or website for The Parcel.
- Notify Me email and text distribution list via the Town's website.
- Social media (Facebook, Twitter, Instagram) posts that promote public events and activities described in the Public Outreach Plan and provide project status updates as appropriate.
- Monthly status reports in the form of press releases, newsletters (storytelling approach), or similar that can be posted on The Parcel webpage and distributed via Notify Me. These communications will be translated into Spanish.
- Town staff updates to the Town Council which may or may not include a staff report (i.e., formal monthly update agenda item or oral Department report).
- Open office hours in The Parcel Room where Town staff will be available for people to drop in, ask questions, and provide comments.
- Information tables hosted by Town staff at various events (e.g., July 4<sup>th</sup>, Labor Day Festival for the Arts, Village events, Parks and Recreation events (e.g., soccer camps, softball games/tournaments), Half Marathon, Wave Rave skate contest, etc.).

- Distribution/posting of flyers or posters (e.g., posted on-site, local bulletin boards (Post Office, coffee shops, grocery stores, library, schools, daycares, MMSA, condo/apartment common areas, transit stops, etc.).
- Town staff presentations at local group and association meetings (e.g., Mammoth Voices, Lions Club, Rotary Club, Volunteer Eastern Sierra, Contractor's Association, etc.).
- Distribution of informational cards and handouts to adjacent/nearby properties and businesses, Sierra Valley Sites, Downtown Main Street business, mobile home parks, etc.
- Newspaper ads with information and updates on the project (The Sheet, Mammoth Times, El Sol de la Sierra, Inyo Register).

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