



RECEIVED
MAY 01 2013
Town of Mammoth Lakes
RECREATION DEPARTMENT



2013 MEASURE R SPRING APPLICATION FORM

APPLICANT INFORMATION

Name of Organization:	Town of Mammoth Lakes
Type of Organization (non-profit, HOA, Govt.):	Government
Contact Person:	Stuart Brown
Organization's Address:	P.O. Box 1609, Mammoth Lakes
State / Zip:	CA, 93546
Office/Cell Phone Number:	(760) 934-8989 ext. 210
Email Address:	sbrown@ci.mammoth-lakes.ca.us
Internet Address:	www.mammothrecreation.com

PROJECT SUMMARY

1. Name of Project: Mammoth Lakes Recreation (MLR) Facilitator
2. Project Category: Recreation
3. Project Start / End Date: May/June 2013
4. Project Type: Administration
5. Measure R Funds Requested: **NTE \$50,000**

SECTION 1 – PRELIMINARY QUALIFICATIONS

1. Does the project live within the Parks and Recreation Master Plan; Trail System Master Plan and/or the RecStrats Implementation Plan?

If YES, please cite (page # & Section #): Yes, See Attachment A

2. Does the project/service meet the “Priorities & Principles” established by the Recreation Commission and approved by the Town Council?

If YES, please cite: Yes, the project meets the following “Principles & Priorities” established by the Town:

Priorities:

1. Plan for the future.

Principles:

1. Emphasis on visitor-driving projects.
2. Emphasis on cooperative efforts that significantly leverage Measure R funds.
3. Provide community benefits.

3. Describe your project’s service conceptual plan including the size, scope, type, design specifications, use, including an itemized detailed budget that identifies all revenues and expenditures (P&L statement) that is associated with your project/program. (This should be an attachment to the application titled: “Project Concept Plan”).

See Attachment B – May 1, 2013, Town Council Agenda Bill titled: “Approve the formation of a Mammoth Lakes Recreation Steering Committee to develop recommendations to Town Council regarding the Mammoth Lakes Recreation entity, and direct staff to submit a 2013 Measure R spring award application for a consultant to facilitate the committee’s discussion in an amount not to exceed \$50,000.”

4. Provide a one (1) page Executive Summary of your project / program. (This should be an attachment to the application titled: “Project Executive Summary”).

See Attachment C

SECTION 2 - PROJECT DESCRIPTION

- 1. Project Location**

A. If your project is Development (Design), Implementation (Construction), or Maintenance (Operational), what is the location (fields, Town or private property, etc.) of your project?

NA

B. If your project is Contractual Services where will your services be provided?

Town of Mammoth Lakes
- 2. Do you have approval to use the location (fields, Town or private property, etc.) identified in this application?**

If YES, Please provide documentation of approval

NA
- 3. Based upon your project type ("Project Summary" - Question 3) who is / will be (organization & person) responsible for maintenance and operation upon completion of the project/service, and has this entity agreed to provide these services?**

A. Maintenance: NA

B. Operation: NA
- 4. Will any Development (design) funds be required for your project or service?**

If YES, please describe what is required, when it's required, the timeline (schedule) and detailed costs:

NO
- 5. Will any Implementation (construction) funds be required for your project or service?**

If YES, please describe what is required, when it's required, the timeline (schedule) and detailed costs:

NO
- 6. Will any Maintenance funds be required for your project or service?**

If YES, please describe what is required, when it's required, the timeline (schedule) and detailed costs:

NO
- 7. Will any Operational / Administration funds be required for your project or service?**

If YES, please describe what is required, when it's required, the timeline (schedule) and detailed costs:

NO

8. Will any Replacement funds be required for your project or service?

If YES, please describe what is required, when it's required, the timeline (schedule) and detailed costs:

NO

9. Will there be Contractual Service hours used for any phase of your project?

If YES, please identify which phase, how many hours and the value of those hours:

YES – An RFP will be distributed by staff soliciting responses.

10. Will there be volunteer hours used for any phase of your project?

If YES, please identify which phase, how many hours and the value (calculate at \$24.18/hr. per volunteer) of those hours:

YES – It is expected that between 10-20 people will participate in the 3-5 education/discovery meetings for MLR. Estimated value is between \$2,176 and \$4,352.

11. Have any public funds (Town Funds – includes Measure R/Measure U) been previously committed to this project/service or project site?

If YES, please identify amount and year of funding or award:

YES – The initial MLR (MRRC) discussion was facilitated by a consultant (Terry Gooch Ross) in 2009/10. The RecStrats process was facilitated in 2010 by the Strategic Marketing Group (SMG) in the amount of \$48,150 (Measure R funds).

12. Is Measure R your only funding source for this project/service?

If NO, provide amount and source of additional funds (You will be required to provide proof of this funding)

YES.

13. Is your project/service going to have an impact (positive or negative) on existing use in the location you have identified? (Please Describe)

NA

14. Describe your plan for how the Town of Mammoth Lakes will manage/maintain oversight of this project/service.

The Town of Mammoth Lakes will do the following:

- a) Draft and distribute RFP for the stated committee facilitation services.
- b) Contract with the Town Council selected facilitator.
- c) Participate in discussions and provide information during the process regarding legal authorities, budget, capacity, etc. as needed.
- d) Provide support to facilitator as needed.
- e) As directed by Town Council.

SECTION 3 - PROJECT BENEFITS

1. Describe how your project/service provides a measurable quality of life benefit to the residents and visitors of Mammoth Lakes?

TBD

2. Is your project/service available for limited or year-round use? (Please describe the use.)

Year-round

3. Describe the measurable economic benefits of your project/service (incremental visits, revenue, etc.).

TBD

4. Please provide any additional information you would like the Recreation Commission to consider when reviewing your application.

The goal with the initial education and discovery process is to present recommendations to Town Council by the end of August 2013.

SECTION 4 – PROJECT FEASIBILITY

For any new project request not previously funded by Measure R, please complete the feasibility portion of your application that includes the demand, cost and feasibility analysis. The Recreation Commission may ask for a professional feasibility study conducted by a consultant depending on the cost and scale of your project.

DEMAND ANALYSIS:

1. **Competitive Supply Analysis**

Provide a review of both direct and indirect competition and the strengths and weaknesses of the competition (SWOT) – identification of where the proposed project fits within the marketplace.

NA

2. **Identification of Market Opportunity**

Identify the long term opportunity that the project presents.

NA

3. **Describe the targeted users of your project/service. (Include numbers of participants)**

NA

4. **Projected Multi-Year Demand Analysis**

Provide the projected demand with assumptions.

NA

5. **Projected Multi-Year Revenue Projections**

Provide projected revenue with pricing assumptions.

NA

COST ANALYSIS:

1. **Provide the estimated one-time or annual costs for each phase of your project or service (Where applicable).**
 - a. Land acquisition costs: \$0
 - b. Equipment acquisition: \$0
 - c. Site preparation/demolition and site prep costs: \$0
 - d. Entitlement costs: \$0
 - e. Architect and planning costs: \$0
 - f. Construction costs: \$0
 - g. Operational costs: \$0 Measure R (General fund cost)
 - h. Administrative costs: NTE contract for \$50,000
 - i. Maintenance costs: \$0 – included (Evergreen policy)
 - j. Programming costs: \$0
 - k. Other: NA

FEASIBILITY ANALYSIS:

1. **Project and Financial Assumption**

Please state assumptions which are the basis of the pro forma development.

NA
2. **Multi-Scenario Pro Forma's**

Provide a number of pro forma scenarios to understand financial feasibility. Within this element it is recommended that a 5-year operating budget be provided.

NA
3. **Risk Analysis**

Identify project risks.

NA
4. **Project Schedule**

Identify the necessary implementation tasks required for your project or service.

NA
5. **Quality of Life Analysis**
 - A. Identify positive and negative project effects on the quality of life for the community of Mammoth Lakes.

NA

ATTACHMENT A – TOWN ADOPTED PLANS

ATTACHMENT A: Question 1 - Town's Adopted Plans

1. 2007 Town of Mammoth Lakes General Plan

This application is consistent with the Community Vision of the Town of Mammoth Lakes as stated on page 7 of the **2007 General Plan**. The study substantiates the community vision of "Being a great place to live and work: Our strong, diverse yet cohesive, small town community supports families and individuals by providing a stable economy, high quality educational facilities and programs, a broad range of community services and a participatory Town government."

"Parks, Open Space and Recreation" - Recreation Opportunities

P.4 GOAL: Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages.

P.4.A Policy: Expand recreational opportunities by proactively developing partnerships with public agencies and private entities.

P.4.B Policy: provide an affordable and wide range of year-round recreational opportunities to foster a healthy community for residents and visitors.

2. Town of Mammoth Lakes Recreation Plan

Strategies:

1. *Provide diverse recreation programming:* Offer a variety of recreation activities that serve both residents and visitors of all ages.
3. *Foster communication and participation:* Promote recreation activities and collaborate with user groups and public/private partners.
5. *Ensure Responsible Recreation Management:* Develop adequate staffing and resources to deliver defined programs and projects.

3. Town of Mammoth Lakes Parks and Recreation Master Plan

Page 6 – Goals

- Goal # 4: Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages.
- Goal # 6: Provide parks and recreational facilities and programs that foster a sense of community and nurture the emotional connection people have with each other and Mammoth Lakes.

4. Mammoth Lakes RecStrats II – Implementation Strategy

Page 11, Core Strategies

1. **Highest-Quality Winter Recreation Activities:** To provide the highest quality and variety of winter recreation activities for both local residents and visitors.
2. **Highest-Quality Non-Winter Recreation Activities:** To provide the highest quality and variety of non-winter recreation activities for both local residents and visitors.
3. **Municipal Sports and Recreation:** To provide local residents with high-quality recreation facilities and diverse programming that can lead to an improved quality of life.
4. **Trails:** To develop, maintain and program the highest-quality integrated trail system.
5. **Special Events:** To provide infrastructure, logistics and facilitation support for regional recreation-based special events.
6. **High-Altitude Training:** To develop the Mammoth Lakes region as one of the premier high-altitude summer and winter sports training centers.
7. **Art & Culture:** To provide infrastructure, logistics and facilitation support for regional arts and culture.

These core strategies formed the basis of the RecStrats Strategic Plan, this effort was then followed with the development of the current RecStrats II Implementation Plan.

ATTACHMENT B: CONCEPTUAL PLAN (MAY 1, 2013 AGENDA BILL)

AGENDA BILL

Subject: Approve the formation of a Mammoth Lakes Recreation Steering Committee to develop recommendations to Town Council regarding the Mammoth Lakes Recreation entity, and direct staff to submit a 2013 Measure R spring award application for a consultant to facilitate the committee's discussion in an amount not to exceed \$50,000.

Initiated by: Councilmembers Wood and Bacon
Recreation Commissioners' Stehlik and Truax

Written by: Stuart Brown, Recreation Manager

INTRODUCTION

On April 17, 2013, Town Council directed staff to agendize a policy item to form a Mammoth Lakes Recreation (MLR) Steering Committee to develop recommendations to Town Council regarding the Mammoth Lakes Recreation entity. Staff is requesting that Town Council approve the 5-step process as identified in this agenda bill, and direct staff to submit a 2013 Measure R spring award application for a consultant to facilitate the Committee's discussion in an amount not to exceed \$50,000.

BACKGROUND

The formation of Mammoth Lakes Tourism (MLT) in 2009 lead to a recommendation to reorganize the Town's Tourism and Recreation Department and eliminate the director's position as a budget-savings step. After consideration, the position was not eliminated; however, the issue did raise the question about the Town's priority for recreation. A group of stakeholders was convened to address the Town's recreation reorganization. This process was labeled the Mammoth Region Recreation Council (MRRC).

MRRC was a facilitated process and included representatives from the Inyo National Forest (INF), Friends of the Inyo, Mono County, Mammoth Lakes Trails and Public Access Foundation (MLTPA) and the Town of Mammoth Lakes (TOML), including Council members, Tourism and Recreation commissioners and staff. MRRC explored many concepts for recreation reorganization and introduced an idea to consider outsourcing some recreation programming, management and development to a non-governmental entity while still

maintaining capacity to deliver core municipal recreation facilities. Town Council expressed support for this concept and an expanded group of stakeholders was convened to further explore the idea and conduct an initial feasibility review. This process was called Mammoth Lakes Recreation (MLR).

MLR was a facilitated process and included MRRC participants as well as representatives from key user groups and expanded Town staff. Although the MLR process was never completed, in July 2010, the council's recreation reorganization subcommittee appointed community members and staff to a Recreation Strategy Steering Committee with the direction to deliver a recreation vision and strategy for Mammoth Lakes while also identifying opportunities that might be realized by formalizing the Town's relationship with the Inyo National Forest.

On November 3, 2010, the Town Council adopted RecStrats and empowered the Recreation Commission to implement the seven core strategies. On October 5, 2011, Town Council passed a Resolution (11-58) adopting the RecStrats II - Recreation Implementation Strategy.

On April 17, 2013, Town Council directed staff to agendize a policy item to form a Mammoth Lakes Recreation (MLR) Steering Committee to develop recommendations to Town Council regarding the Mammoth Lakes Recreation entity. The group met on April 24, 2013 and developed the recommendations listed below.

The following 5-step process recommended by the group does not get into specifics about a potential MLR entity, but defines a scope of work and deliverables for the group who will be convened.

ANALYSIS/DISCUSSION

A. MLR Recommended Process

Included are the following 5-steps:

1. MLR Steering Committee
2. MLR Education
3. MLR Discovery
4. MLR Decision Point
5. MLR Formation

1. MLR Steering Committee

- a. Invite original stakeholders from 2009-10 process – list can be provided.

b. Identify stakeholders to join 2013 process – Because this is a committee appointed by the Town Council, they have discretion to identify and name suggestions for participation. Also, there will be overlap with the 2009/10 participant list.

- TOML Recreation Commission (5)
- Municipal Recreation Interests – pool parent, tennis club member, soccer parent (2)
- Youth Sport Funding recipients (1)
- Measure R and/or U funding recipient (2)
- MLT (1)
- Mono County (2- 1 elected/1 appointed)
- MLTPA (1)
- MMSA (1)
- Snowcreek Athletic Club (1)
- Mammoth Unified School District (1)
- Mammoth Lakes Foundation (1)
- Recreation User Groups (3)
- Private Sector (Business / Chamber of Commerce) (1)
- Inyo National Forest (1) – invited, but be prepared for intermittent participation; can participate on as need basis based on discussion topics
- Town Staff (2)
- Friends of the Inyo (FOI) (1)
- Planning & Economic Development Commission (1)
- ESIA (1)

c. Role of Town Staff

- Staff participates in discussion and provides information during the process regarding legal authorities, budget, capacity, etc. as needed.
- Staff provides support to facilitator as needed.

d. Role of Town Council

- Councilmember Jo Bacon and Rick Wood have been nominated to serve on the Committee.

e. Role of Facilitator

- Convene, document and facilitate the meetings.
- Technical expertise to provide structural framework.
- Final Report – recommendation to Town Council for inclusion in agenda bill.

2. MLR Education

a. Review MLR relevant documents and notes.

- b. Intended to provide the MLR Steering Committee with historic perspective, current conditions and overall concept.
- c. Review of supporting documents (RecStrats, DRCEDS, General Plan) to set context for discussion.

3. MLR Discovery

- a. Conduct analysis of MLR documents using current conditions including:
 - Review of Town authorities/responsibilities.
 - Review of other agency authorities (INF, County, MLT, Chamber, etc.).
 - Identification of potential MLR authorities/responsibilities.
 - Important to note that the 2009-10 docs can provide a foundation of information to build from.

4. MLR Decision Point

- a. Ask the question – “Is there a need for MLR?”
 - Analyze what’s working/not working
 - What does Mammoth Lakes look like with/without MLR?
 - What is being missed without MLR?
 - What are the funding sources for MLR?
- b. Determine if both special use tax advisory bodies are required
 - Recreation Commission makes recommendations for Measure R and the Measure U Application Committee makes recommendations for Measure U.
 - Can both of these functions be performed by one advisory body?
- c. Group comes to a consensus about a recommendation to take to Town Council
 - Yes, there is consensus for need for MLR – please seat and convene a “formation board”
 - No, there is consensus that MLR is not needed at this time – existing structure remains in place.

5. MLR Formation

- a. Seat a formation board consisting of a smaller group from the MLR steering committee who can:
 - Draft proposed vision/mission statements
 - Draft proposed authorities/bylaws and strategic direction
 - Draft organizational structure – board composition, staff
 - If one Special Use Tax Advisory Body is recommended, then propose structure and mission relative to MLR.
 - Proposed relationship/oversight structure with Town, INF, other jurisdictional partners
 - Outline recommended funding structure

- Draft transition/timeline for integration into existing community structure
- Identify relationship between MLT, Chamber, etc.
- Present to Town Council for approval

B. Other Considerations

- Third party facilitation is a must – The group recommended that Town staff submit a 2013 Measure R spring funding application for an amount NTE \$50,000. Town staff will draft a Request for Proposals (RFP) and solicit responses upon direction from Town Council.
- Meetings of the MLR Steering Committee are public and will be noticed as Brown Act meetings. However, public participation at the meetings will be limited to specific times for comments as the committee needs to complete its work without too many interruptions.
- The MLR Steering Committee will make decisions based on reaching consensus – not a vote. Opposing opinions will be captured in the notes of the meetings.
- A timeline should be developed for MLR education/discovery. The goal is to present recommendations to Town Council by the end of August 2013.

OPTIONS ANALYSIS

Option 1: Approve the formation of a Mammoth Lakes Recreation Steering Committee to develop recommendations to Town Council regarding the Mammoth Lakes Recreation entity, and direct staff to submit a 2013 Measure R spring award application for a consultant to facilitate the committee’s discussion in an amount not to exceed \$50,000.

Option 2: Take no action.

VISION CONSIDERATIONS

References to recreation are stated in the 2007 Town of Mammoth Lakes General Plan, and the Town Council adopted Town of Mammoth Lakes Recreation Plan.

Page 42: 2007 Town of Mammoth Lakes General Plan

- “Parks, open space, and recreation create an attractive quality of life and contribute to public health by encouraging physical activity and an appreciation of nature.”

Town of Mammoth Lakes Recreation Plan

- Mission: “To deliver seamless recreation in the Eastern High Sierra where collaboration ensures quality of life experiences for generations.”

STAFFING CONSIDERATIONS

Two Town Staff members will be assigned to the Committee.

FINANCIAL CONSIDERATIONS

Town staff will draft a Request for Proposals (RFP) and solicit responses upon direction from Town Council.

ENVIRONMENTAL CONSIDERATIONS

None at this time.

LEGAL CONSIDERATIONS

None at this time, however, recommendations from the MLR Steering Committee will have to be reviewed by the Town Attorney as they pertain to both the Measure R and Measure U ordinances.

RECOMMENDATION

Therefore, it is recommended that the Town Council choose Option 1.

Approve the formation of a Mammoth Lakes Recreation Steering Committee to develop recommendations to Town Council regarding the Mammoth Lakes Recreation entity, and direct staff to submit a 2013 Measure R spring award application for a consultant to facilitate the committee’s discussion in an amount not to exceed \$50,000.

ATTACHMENT C: EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

TOWN OF MAMMOTH LAKES: MAMMOTH LAKES RECREATION (MLR) COMMITTEE FACILITATOR

rec·re·a·tion

Refreshment of strength and spirit

Webster

PURPOSE OF FUNDING REQUEST

On April 17, 2013, Town Council directed staff to agendaize a policy item to form a Mammoth Lakes Recreation (MLR) Steering Committee to develop recommendations to Town Council regarding a Mammoth Lakes Recreation entity. The group met on April 24, 2013 and developed a 5-step process.

A. MLR Recommended Process

1. MLR Steering Committee – convene new Steering Committee.
2. MLR Education – Review MRRC/MLR relevant documents and adopted plans.
3. MLR Discovery – Conduct analysis of MLR documents in context of current conditions.
4. MLR Decision Point – Is there a need for MLR?
5. MLR Formation – If yes, seat a formation board with stated objectives.

B. Other Considerations

- Third party facilitation is a must – The group recommended that Town staff submit a 2013 Measure R spring funding application for an amount NTE \$50,000. Town staff will draft a Request for Proposals (RFP) and solicit responses upon direction from Town Council.
- Meetings of the MLR Steering Committee are public and will be noticed as Brown Act meetings. However, public participation at the meetings will be limited to specific times for comments as the committee needs to complete its work without too many interruptions.
- The MLR Steering Committee will make decisions based on reaching consensus – not a vote. Opposing opinions will be captured in the notes of the meetings.
- A timeline should be developed for MLR education/discovery. The goal is to present recommendations to Town Council by the end of August 2013.

MEASURE R FUNDING REQUEST

The Town of Mammoth Lakes submitted this application to the 2013 Measure R spring award to request funding for a professional facilitator to provide the following services for the Mammoth Lakes Recreation (MLR) Steering Committee.

- Convene, document and facilitate the education, discovery, decision point and potential MLR formation meetings.
- Contribute technical expertise to provide structural framework for the meetings.
- Produce Final Report – a recommendation to Town Council for inclusion in agenda bill.

The Town is requesting a not to exceed (NTE) amount of **\$50,000.**