



TOWN OF MAMMOTH LAKES

REQUEST FOR PROPOSALS

Development of a Parks and Recreation Master Plan

PUBLISHED: Monday, April 21, 2025

PROPOSALS DUE: Friday, May 30, 2025

via the Town's Online Bid Portal at:

<https://procurement.opengov.com/portal/townofmammothlakes/projects/164067>



INVITATION

The Town of Mammoth Lakes is seeking proposals from qualified consulting firms to develop a Parks and Recreation Master Plan.

The Parks and Recreation Master Plan will be a guiding document for future development and redevelopment of the community's system of parks, facilities and recreation programs and services. The Plan shall include updated goals and policies, an analysis of the supply, demand and needs for park and recreation facilities and services within and surrounding the Town of Mammoth Lakes and an action plan with conceptual site plans that articulate a clear vision and recreation "roadmap" for the next 10-15 years or longer.

BACKGROUND

The Town of Mammoth Lakes is a small but lively municipality of just four-square miles, filled with special people who experience and embrace the unique attributes of the Eastern Sierra. Mammoth Lakes is a resort community located in Mono County at an altitude of over 7,500 feet surrounded by 2 million acres of National Forest. Incorporated in 1984, the year-round resort community has a population of over 7,191 residents, however, over 23,000 people live within a 60-minute drive of Mammoth Lakes and over 23.76 million people reside in Southern California, considered as our backyard.

Mammoth Lakes Tourism estimates annual visitation to Mammoth Lakes at over 3.5 million. The Town's municipal boundary encompasses over 25 square miles; however, the urbanized area of the town is contained within a much smaller area of about 4.5 square miles, defined by an Urban Growth Boundary (UGB). Land outside of the UGB is primarily in public ownership under the jurisdiction of the United States Forest Service (USFS) or the Los Angeles Department of Water and Power (LADWP). Mammoth Lakes is also home to one of the largest and most-visited ski resorts in North America—Mammoth Mountain Ski Area. The town's economy is derived from tourism with Transient Occupancy Tax (TOT) representing almost two-thirds of the Town's general fund.

Demographic Data

Based on the 2020 Decennial Census¹, the total population of Mammoth Lakes is 7,191, with a medium household income of \$80,795. Twenty-six percent of residents have a bachelor's degree or higher, an employment rate of 74.8% with total households of 3,101 comprised of 2,395 people of an Hispanic or Latino race.

Parks and Recreation Department Overview

The fundamental purpose of the Parks and Recreation Department is to deliver residents and visitors with high-quality recreation facilities and diverse programming that promotes excitement, individual expression, exploration, pleasure, challenge and accomplishment for an improved quality of life.

Vision: *"To be the best alpine recreation community in the country."*

¹ https://data.census.gov/profile/Mammoth_Lakes_town,_California?g=160XX00US0645358

Mission: *“To provide multi-purpose, year-round, indoor and outdoor recreation opportunities accessible to all residents and visitors.”*

Tag Line: *All Recreation – All the Time!*

Strategic Initiatives (pillars):

- **Excellence:** We are committed to continually improve the delivery of our community programs and facilities by holding each other accountable to the high standards of excellence our departmental culture expects and demands.
- **Teamwork:** We value our employees, and the power of a team culture aligned with a single vision and unifying purpose by communicating, connecting, collaborating, committing and celebrating with each other to achieve extraordinary results.
- **Sustainability:** We help to protect and preserve our natural, developed and finite resources by implementing sustainable best practices in our programs, parks, pools, fields and facilities.
- **Health, Safety and Social Equity:** We build stronger, healthier and happier communities by promoting health, wellness and physical activity and work to ensure our parks, programs, and facilities are safe and inclusive for all people.

Parks and Recreation Commission

The five-member appointed Parks and Recreation Commission² is the advisory body for Town Council in all matters pertaining to Town-owned or managed parks, recreation (arts & culture), facilities, trails/paths, special events and all other associated activities as prescribed by ordinances or by Town Council action. The Commission meets on the first Tuesday of every second month at 2:30pm.

Parks, Facilities and Services

The Town of Mammoth Lakes³ operates several parks and facilities, both within town limits and at the Whitmore Recreation Area. The majority of parks and facilities are town-owned and operated, but several are under special use permit with the United States Forest Service (USFS) or the Los Angeles Department of Water & Power (LADWP). Along with the stunning natural surroundings, Mammoth Lakes offers access to 300 miles of hiking trails; over 20 miles of multi-use paths, including the 5.3 mile Lakes Basin Path; 5 playgrounds; 6 tennis courts; 6 ball fields; 2 soccer fields; 2 volleyball courts; ½ court basketball; 2 skate parks including the world-renowned Volcom Brothers Skate Park; an outdoor 25-meter, 6-lane swimming pool; a 9-lane all weather running track and synthetic soccer/football field at the Whitmore Recreation Area; six-court Pickleball Complex; 18-hole DiscGolf Park; Off Leash dog park; 40 foot long prefabricated climbing wall, and new 40,000 SF Community Recreation Center encompassing LA Kings Ice and the Mammoth RecZone.

The Town is responsible for preserving over 40 acres or 7 parks of developed park acreage, 20 miles of paved trails. Responsibilities include park and field maintenance, landscaping, snow removal, trash/recycling, and field preparation for not only the thousands of visitors and residents who utilize the parks, trails and pool on a daily basis, but for the local sporting organizations, like AYSO soccer,

² <https://www.townofmammothlakes.ca.gov/92/Parks-and-Recreation-Commission>

³ <https://www.townofmammothlakes.ca.gov/1264/Parks-Trails>

Mono County Little League and the Mammoth Sharks Swim Team who cater to hundreds of local youth.

The Department has five Core Program Areas with an emphasis on access, availability and affordability aligned with the demand for products and capacity of the Department to deliver those services. These are in order: (1) Youth/Teen camps and programs, (2) Community Recreation Center (CRC) programs, (3) Adult activities, (4) Community-centric events/activities, and (5) Facility operations/maintenance.

2007 Town of Mammoth Lakes General Plan

The Town of Mammoth Lakes General Plan⁴ includes a section (element) on Parks, Open Space, and Recreation. The Mammoth Lakes town limit and urban growth boundary are within a broader planning area considered in the General Plan.

“Parks, open space and recreational opportunities in Mammoth Lakes are critical to our residents and to our tourism-based economy.”

The General Plan lists goals, policies, and actions for Parks, Open Space, and Recreation that was the foundation for the goals and policies in the Parks and Recreation Master Plan. The general plan element includes 5 goals:

1. Maintain parks and open space within and adjacent to town for outdoor recreation and contemplation.
2. Provide additional parks within town.
3. Create a Master Plan for an integrated trail system that will maintain and enhance convenient public access to public lands from town.
4. Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages.
5. Link parks and open space with a well-designed year-round network of public corridors and trails within and surrounding Mammoth Lakes.

2008 Parks and Recreation Master Plan Overview and Accomplishments

The Town of Mammoth Lakes Parks and Recreation Master Plan (PRMP)⁵ published in 2008 and adopted in 2012, is reaching the end of its recreation recommendations and relevancy through 2025. Based on several public meetings, previous facility needs assessments (2001), and a comprehensive Parks and Recreation Needs Assessment Survey conducted in 2007, the plan presented six goals, provided specific level of service recommendations, and identified five primary tasks.

Tremendous progress has been made in 16 years on delivering the recreation needs and expectations of the community as highlighted in this report. The majority of these goals and tasks have been completed, with some underway, while others require further analysis, funding and appropriate sites for development.

⁴ <https://www.townofmammothlakes.ca.gov/162/General-Plan>

⁵ <https://www.townofmammothlakes.ca.gov/423/Parks-and-Recreation-Master-Plan-Update>

In addition to delivering additional park improvements, new recreation facilities and elevated maintenance levels, the Town has significantly increased its resources and capacity to provide high-quality, innovative, and affordable recreation programming. The development and implementation of these programs has been the result of producing an annual Parks and Recreation Department Strategic Priorities and Key Objectives statement⁶ aligned with the Town Council adopted strategic priorities. The strategic plan integrates and aligns with the PRMP by providing community-established high-level goals and measurable objectives for the department to achieve in a calendar year. It also provides distinct and unifying direction for staff in guiding day-to-day decisions with a goal of maximizing resources (time, money, staff) while minimizing or eliminating ambiguity. Strategic planning is a valuable tool for the department in evaluating progress and a critical step in the department's capacity and ability to meet the expanding recreation needs of the community as expressed in the PRMP.

Within the Strategic Plan are "Core Program Areas" that provide intentional focus for the department. Core Program Areas assist in the development and delivery of scalable and sustainable recreation programs aligned with the resource capacity and capabilities of the Parks and Recreation Department. They are as follows: (1) Youth/Teen camps and programs, (2) CRC programs, (3) Adult activities, (4) Facility operations/maintenance, and (5) Community events.

The values expressed in the PRMP continue to be relevant, along with the vision and framework to serve the recreation needs of Mammoth Lakes' residents and visitors. However, the goals, level of service recommendations, and primary tasks need to be realigned with the ever changing and evolving recreation needs and expectations of the community, second homeowners, seasonal workers, and visitors to Mammoth Lakes.

The Town of Mammoth Lakes aspires to be the best alpine recreation community in the country by providing multi-generational, multi-purpose, year-round, indoor and outdoor recreation opportunities accessible to all residents and visitors, regardless of background or physical limitations. Mammoth Lakes faces several challenges tied to the community's demography, economy, and rural setting. Obesity, sedentary lifestyles, social inequities, and physical exclusion are all major concerns.

PROJECT DESCRIPTION

The Town of Mammoth Lakes is seeking proposals from qualified consulting firms to provide services to the Town of Mammoth Lakes to develop a Parks and Recreation Master Plan. The Department has a strong commitment to providing access to high-quality parks amenities, and recreation programs and services for all members of the community and our many visitors.

In coordination with the Town, the consultant will develop a clear set of goals, tasks and level of service standards for the community's system of parks, facilities and recreation programs and services for the next 10-15 years, if not longer. The consultant will work closely with the Town's Technical Team and the Parks and Recreation Master Plan (PRMP) Advisory Committee, in preparing the Parks and Recreation Master Plan.

⁶ <https://www.townofmammothlakes.ca.gov/1240/Vision-Mission-Strategic-Initiatives>

REQUESTED SCOPE OF SERVICES

A. Internal Assessment and Project Administration

- Provide the Town's Technical Team and the PRMP Advisory Committee with a presentation of your approach to the master planning process and provide regular progress reports.
- Conduct a Kick-off meeting, introduce the Project Team and participate in progress meetings with the Parks and Recreation Department Director and/or designee as often as necessary, but not less than once per month until the final plan is approved.
- Supply the Parks and Recreation Department Director and/or designee with at least one (1) copy of all completed or partially completed products as deemed necessary and at least three (3) working days before each progress meeting. The Parks and Recreation Department Director and/or designee shall schedule the meetings, as necessary, at key times during the development of the Master Plan.

B. Resource and Data Collection

- Review Town planning documents relevant to the development of the Parks and Recreation Master Plan and determine their relationship and interconnectivity. These include the Town of Mammoth Lakes General Plan and several elements such as housing, transit, mobility, and trails.
- Review current industry trends and best practices.
- Summarize public involvement, stakeholder input, and previous recreation needs and amenities from current planning documents relevant to the development of the Parks and Recreation Master Plan.
- Conduct an inventory analysis that considers the fair and equitable quantity, distribution, inclusivity, utilization, condition, cultural relevancy, connections and proximity of parks, green space, programs, recreation centers and services. Evaluation criteria should be based on the expressed values of the community, including demographics and social and economic factors, particularly as our school district has a high population of Latinos.
- Launch a project website accessible on all devices for community outreach, engagement and information sharing.

C. Community Engagement / Needs Assessment

- Identify, describe and implement a comprehensive strategy and methodology for community engagement and information sharing for the successful development of a relevant community-driven master plan.
- Review and analyze existing public engagement/survey data documents produced by the Parks and Recreation Department (customer satisfaction survey), other Town departments or relevant entities, such as Mammoth Lakes Tourism (community sentiment survey), about community needs and interests. Summarize and identify gaps in data.
- Revisit and/or revise vision and mission statements, department goals and objectives as necessary.

- Provide well-organized and directed activities, techniques and formats that will ensure an equitable, inclusive, open and proactive public participation process is achieved. These methods should solicit quality input from a diverse representative of the broad demographic community, including recreation stakeholders, local recreation providers and under-resourced populations and users and non-users of recreation services and facilities.
- Act as professional facilitators to gather specific information about services, use, preferences and any Town strengths, weaknesses, opportunities and threats relevant to the process.
- Provide written records and summaries of the results of all public engagement efforts.

D. Plan Development – Project Deliverables

- Develop an action plan that includes strategies, goals, tasks and an analysis of financial needs and funding mechanisms for short (0-2 years), medium, (3-5 years) and long-term (5-15+ years) for the park system, amenities, multi-use paths and recreation programs and services. The action plan should identify connectivity with other Town planning documents and prioritized strategies by their level of impact on the community's quality of life and physical, social environmental and mental health outcomes.
- Prioritize recommendations for recreation needs regarding the development of parks, amenities, multi-use paths and recreation programs and services, including conceptual site plans and the location of recreation amenities and associated infrastructure specifically for the following parks:
 - Bell Shaped Parcel
 - Community Center Park
 - Whitmore Recreation Area.
- Provide Level of Service (LOS) recommendations based on the existing population and forecasted population growth of the Town. LOS recommendations should reference year-round residents, second homeowners, and seasonal worker and visitor populations.
- Provide capital improvement cost estimates for key recommendations, including integration with the Town's 5-year Capital Improvement Plan (CIP).
- Provide recommendations for updating the "Parks, Open Space and Recreation" element of the Town's 2007 General Plan.
- Recommend collaborative partnerships and other solutions to minimize duplications or enhance opportunities to expand community-centric programming.

E. Development of Final Plans and Supporting Materials

- The Master Plan shall include written goals, tasks, recommended services and facilities and a financial action plan with conceptual site plans that articulate a clear vision and long-term recreation "roadmap" for the Town's parks and recreation's valued programs, services and recreation amenities.
- A summary of existing conditions, inventories and utilization metrics, and population demographics and socio-economic metrics.
- Provide charts, graphs, maps and other data as needed to support the plan and its presentation to the appropriate audience.

- Schedule an agreed upon number of meetings to present the Master Plan to the Town Council, PRMP Advisory Committee, Parks and Recreation Commission, Mammoth Lakes Recreation and the general public for required adoption of the Parks and Recreation Master Plan.

PROJECT SCHEDULE

The Town anticipates a master process being completed in a 12-18 month timeframe, commencing in the Fall of 2025 with a kick-off meeting and completed no later than the end of 2026 with an agreed upon number of meetings to the public and specified entities.

RFP Timeline	
Monday, April 21, 2025	Request for Proposal (RFP) published on Town Website*
Friday, May 30, 2025	RFP Deadline for submitting Proposals
Monday, June 2 – Friday, June 20, 2025	Town RFP review and evaluation
Monday, June 23 – Friday, July 11, 2025	Consultant presentations and interviews
Wednesday, August 6, 2025	Consultant Selection and Contract Approval by Town Council

The tentative schedule is subject to change.

* <https://www.townofmammothlakes.ca.gov/1016/Bids>

PROPOSAL RESPONSE

Proposals should include:

- A letter of submission that includes the name, mailing address, email and telephone number of the person(s) who is representing the firm.
- Background on the firm and its proven experience in preparing Master Plans for public agencies, as well as experience working with communities that have characteristics and demographics similar to the resort community of Mammoth Lakes.
- A narrative that presents the services the firm provides including the approach, methodology and expansive bilingual public engagement strategies and client meetings for the delivery of a master plan.
- Identification of the Project Team to be assigned to this project, including a résumé of related experience and estimated number of hours per person.
- A timeline for the preparation and development of the Master Plan and its components.
- At least three (3) public agency references for projects of a similar nature. This will include a description of the projects, including (at minimum) client, location, contact person, contact information (telephone/email address) and a brief written summary of the project with online access to the final report.
- **Schedule of Fees (separate document)** - Provide itemized project costs **as a separate document**. The project cost for services should be a “not-to-exceed cost for services.”

Once Town staff has made initial selections, the schedule of fees will be opened and used as a basis for final contract negotiations.

SELECTION CRITERIA

The Town will evaluate proposals based upon these criteria:

- Responsiveness to the Request for Proposal.
- Demonstrated understanding of the project scope and desired deliverables.
- Experience and demonstrated success of the Respondent in developing Parks and Recreation Master Plans for communities that have characteristics and demographics similar to the resort community of Mammoth Lakes.
- Methodology and approach to completing the project as outlined in this Request for Proposal, including the approach and coordination with Town representatives, stakeholder committees and thoughtful and extensive public engagement and project outreach.
- Project fee.

As a part of its evaluation, the Town may request additional information or data from Respondents.

QUESTIONS

The proposal should contain all information requested and any additional information necessary to summarize the overall benefit of the proposal to the Town of Mammoth Lakes.

Questions/inquiries should be directed to:

Town of Mammoth Lakes
Attention: Stuart Brown, Parks and Recreation Director
437 Old Mammoth Road, Ste. 230
P.O. Box 1609
Mammoth Lakes, CA 93546
Ph: (760) 965-3696 | (760) 914-7110
Email: SBrown@townofmammothlakes.ca.gov

Substantive changes to the requirements will be made by addenda to this RFP posted to the Bid Portal. Addenda notification will be automatically emailed to all Consultants on record as “following” the project on the Bid Portal. Failure of any Consultant to receive any such addenda shall not relieve such Consultant from any obligation under their Proposal as submitted. Consultants are responsible for ensuring that they have received any and all addenda. To this end, it is the sole responsibility of each Consultant to “follow” the project or to periodically check the Town’s Online Bid Portal for any addenda issued prior to the submission deadline.

SUBMITTAL INFORMATION

Please submit your proposal via the RFP posting on the Town's Bid Portal at <https://procurement.opengov.com/portal/townofmammothlakes/projects/164067>.

Registration for the Bid Portal is free, and steps for how to do so are provided at <https://www.townofmammothlakes.ca.gov/1016/Bids>.

Proposals must be submitted prior to 5:00 PM, Friday, May 30, 2025.

This solicitation does not commit the Town of Mammoth Lakes to award an Agreement, to pay any cost incurred with the preparation of a proposal, or to procure or contract for services or supplies. The Town of Mammoth Lakes reserves the right to accept or reject any or all proposals received in response to this request, to negotiate with any qualified source, or cancel in whole or part of this proposal process if it is in the best interest of the Town of Mammoth Lakes.

Following contract negotiations, prospective consultants may be required to submit revisions to their proposals. All proposers should note that any contract in accordance to this proposal is dependent upon the recommendation of Town of Mammoth Lakes staff, Parks and the approval of the Town Council. The Town of Mammoth Lakes reserves the right to make all submissions available to the public pursuant to legal requirements.

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