

# **Mammoth Lakes Recreation Commission Staff Report**

**Commission Meeting Date:** February 1, 2022

**Date Prepared:** January 26, 2022

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**Title:** 2022 Parks and Recreation Department Strategic Workplan

**Agenda:** Discussion Item

## **Staff Recommendations:**

1. Review and provide consensus comments regarding the 2022 Parks and Recreation Department Strategic Workplan (Exhibit A)
2. Review and provide consensus comments for Strategy One: Work Program of the Recreation Commission
3. Accept the 2022 Parks and Recreation Department Strategic Workplan with any needed amendments or additions.

## **Background Information:**

The purpose of strategic planning is to provide clear direction and deliberate priorities by establishing high-level goals and measurable objectives for the department to achieve in a calendar year. A strategic plan provides a distinct and purposeful sense of direction for staff in guiding day-to-day decisions with a goal of maximizing resources (time, money, staff) while minimizing or eliminating ambiguity and distractions. Strategic planning is also a valuable tool for evaluating progress and a critical step in the department's capacity and ability to meet the expanding recreation needs of the community.

As a result of the global pandemic and the inability to fully implement the 2020 Parks and Recreation Department Strategic Plan, staff made minor revisions to the 2021 Parks and Recreation Department Strategic Plan that was accepted on February 2, 2021 by the Recreation Commission.

On January 4, 2022, the Recreation Commission received a presentation from staff on their review and evaluation of the 2021 Strategic Workplan. Parks and Recreation staff participated in a collaborative process to self-rate and evaluate sections B through E of the workplan. The internal review provided metrics of success and recommendations for changes in 2022. No action was taken by the Commission. The recommendation of staff was to schedule a joint meeting with the Commission Chair and Vice Chair to review and amend Strategy One: Work Program of the Recreation Commission. This meeting was held on January 11, 2022.

# Mammoth Lakes Recreation Commission

## Staff Report

### Analysis and Discussion:

The 2022 Parks & Recreation Department (PRD) Strategic Workplan was developed to strategically guide the Recreation Commission and staff in fulfilling the shared community vision and stated mission of the Parks and Recreation Department. The Strategies for 2022 were aligned with the following Town Council adopted documents.

- A. TOML Strategic Alignment 2025
- B. Town Council Strategic Priorities and Key Objectives Statement: Adopted May 19, 2021
- C. Town Council Strategic Priorities and Key Objectives and Implementation Efforts Discussion: December 15, 2021
- D. The Vision & Strategic Direction for Community Recreation in Mammoth Lakes
- E. Parks and Recreation Master Plan
- F. Chapter 2.40 - Town of Mammoth Lakes Recreation Commission

### **Strategic Initiatives (pillars)**

The four strategic pillars introduced in 2020 remain and are as important as ever in guiding our decision-making, strategic thinking, and aspirational and operational practice.

1. **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.*
2. **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.*
3. **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.*
4. **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.*



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The five core strategies for 2022 are as follows:

- A. Work Program of the Recreation Commission
- B. Maintain and Enhance the Town's Recreation Infrastructure
- C. Deliver High-Quality, Innovative, and Affordable Recreation Programming
- D. Strengthen Organizational Systems, Structures and Operations
- E. Advance Team Capacity and Organizational Culture

The 2022 PRD Strategic Workplan provides a blueprint for success by clearly identifying the strategy, goals, associated tactics and in many cases, measurements for success. Staff's goal for 2022 was to further refine the workplan by transitioning work items from the strategic workplan to our seasonal workplans as they have been fully integrated into our daily operations.

It is the intention of staff to assign resources to complete all items thoughtfully and purposefully included in the workplan, however, staff recognizes that a plan needs to adjust to reality and "on the ground" circumstances and situations. If there is anything that COVID-19 has taught us, is that change is the only constant and we as a department, town and community must be flexible and embrace change.

## **Primary Areas of Focus**

In this year's plan are core program areas for delivering recreation services. These intentional areas of focus were developed to deliver scalable and sustainable recreation programs aligned with the resource capacity and capabilities of the Parks and Recreation Department. They are as follows:

- A. Summer Youth Camps and Programs
- B. Youth After School Programs
- C. Adult Activities
- D. Community Events/Activities
- E. Diverse, Inclusive and Equitable Programs

Similar to programming areas of focus are the core deliverables for the Department. These are work items that will prioritized for implementation, consume the majority of resources, and ultimately, define success and ensure sustainably for the department. They are as follows:

- A. Opening and Operation of the Community Recreation Center (CRC)
- B. Delivery of Core Program Areas
- C. Building Team Capacity

The 2022 PRD Strategic Workplan, combined with the Department's strategic foundation of **Excellence, Teamwork, Sustainability** and **Health, Safety and Social Equity** is our roadmap for success!

## **Attachment:**

- A. 2022 Parks and Recreation Department Strategic Workplan