



Mammoth Lakes™
CALIFORNIA

DRAFT 2022
STRATEGIC WORKPLAN

Parks & Recreation
Department

All Recreation ★ All The Time!

Mammoth Lakes, California

2021 PARKS & RECREATION DEPARTMENT STRATEGIC WORKPLAN

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

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

Strategic Initiatives (pillars):

- 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.*



The Strategies for 2021 are aligned with the following Town Council adopted documents:

A. Town Council 18 Month Strategic Priorities and Key Objectives¹

Strategic Priority: Expand availability and affordability of Community Housing

- Initial Planning for ‘The Parcel’ is complete and ready to proceed to development and funding
- Partner with Chamber, MLH and others to implement short-term housing opportunities (Goal is to house 50 employees)
- Define and pursue sustainable funding source(s) for housing (such as, increased in-lieu fee, inclusionary housing policy, or dedicated tax measure)

Strategic Priority: Enhance our recreational based economy through amenity investment

- Fund construction of Multi-Use Recreational Facility (Year Round Recreational Center) Define site, plans and phasing.
- Enhanced public experience with improved access points to the natural environment (Define at least 3 access points for improvements and improve at least 1)
- Through partnerships with Mammoth Lakes Recreation, Mono County and the Forest Service, the Eastern Sierra Sustainable Recreation Partnership will have defined grant funded projects and programs
- Finalize Agreement with MLF for MACC operational funding provided through Measure U

Strategic Priority: Capital Infrastructure new investment, improvements and maintenance

- Invest in pavement rehabilitation, replacement, and expansion (Roads, MUPs, Sidewalks, and Parks). (Complete minimum MUP rehabilitation and Prepare for next road rehabilitation project)
- Implement the Airport Capital Improvement Program (ACIP) with near term projects under construction (Airport Ramp, Safety Elements, and pavement improvements)
- Focused implementation of CIP that supports facilities to advance approved accepted Town Plans with projects to define “all-in” costs with complete projects.

Strategic Priority: Implementation of enhanced and required municipal services

- Development and approval of integrated Solid Waste Program and Services to be implemented
- Plan for new Public Safety Communications system is refined and funding options presented
- Increased level and diversity of police services with focus on achieving 24/7 coverage
- Enhanced long-term financial stability (reserves, revenue and expenditure management) with focus on State and Federal mandates and revenue opportunities

B. Parks and Recreation Master Plan

Parks and recreation facilities in Mammoth Lakes should advance the following six goals:

- Goal 1: Maintain parks and open space within and adjacent to town for outdoor recreation and contemplation.
- Goal 2: Provide additional parks within town.

¹ Adopted: December 5, 2018

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

C. Chapter 2.40 - Town of Mammoth Lakes Recreation Commission

Within the limitations provided by law, the Town of Mammoth Lakes Recreation Commission shall have the following powers and duties to:

- A. Establish a schedule of regular meeting times and places
- B. Make recommendations to the department director (or designee) on funding priorities related to the departmental budget
- C. Serve as a liaison between the Town of Mammoth Lakes Recreation Commission and the recreation service providers and users, and the town
- D. Advise the town council and the town manager in all matters pertaining to parks, recreation, facilities, trails, special events and all other associated activities as prescribed by ordinances or by town council action
- E. Aid and participate in advancement and coordination of recreation services and events with other governmental agencies, non-governmental organizations, civic groups, volunteer organizations, and the private sector
- F. Formulate rules and regulations with respect to use and conduct in parks and other recreation areas
- G. Regularly review surveys provided by the department director (or designee) of the population of Mammoth Lakes, to ensure that parks, recreation, facilities, trails, and special event needs are being met
- H. Determine the recreational capital needs of the community, after review of recommendations by the department director (or designee), for consideration in the town's master facility and capital improvement program process
- I. Conduct public hearings relating to land acquisition for recreation purposes, subject to town council approval
- J. Conduct public hearings and make decisions, subject to appeal to council, relating to park and facility design and development
- K. Provide input to contract professionals, in conjunction with the department director (or designee), to assist in the design of facilities approved for construction through the budget process, subject to appeal to council
- ~~L. Review and provide recommendations to the town council on Measure R applications pursuant to the adopted regulations pertaining to the measure~~

STRATEGY ONE:

Work Program of the Recreation Commission

A. Work Program of the Recreation Commission

A. ENHANCED RECREATION AMENITIES

GOAL: Provide strong, informed and effective advocacy for the completion of new recreation amenities and the enhancement of existing recreation amenities.

No.	Task	PRIORITY
1	<p>Community Recreation Center</p> <ul style="list-style-type: none"> • Continue to evaluate and refine the community-developed Playbooks congruent with the operational capabilities of the proposed facility. • Review and provide input to staff on the 12-month operations plan aligned with the Community Playbooks, facility amenities and operating budget. • Coordinate with staff on the launch of the Community Recreation Center to the public. <ul style="list-style-type: none"> ○ Groundbreaking ceremony ○ Community gatherings and fundraising events ○ Communication plan • Continue to advocate, communicate and engage with the community on the benefits of the facility and associated programs (FAQ, social media, workshops, etc.). 	1
2	<p>Deferred Maintenance Program</p> <ul style="list-style-type: none"> • Prioritize staff recommended Deferred Maintenance projects with available funds, according to adopted Commission priorities (health and safety, ADA compliance, etc.). 	2
3	<p>Dog Park Concept</p> <ul style="list-style-type: none"> • Receive updates from staff on input collated from the community dog advocacy group to better understand community needs and issues associated with irresponsible dog ownership. • Coordinate with staff on the feasibility, opportunities, and costs for the construction of a dog park. • Engage with community organizations, local businesses and jurisdictional partners to foster community pride in fundraising and maintaining a dog park. 	3
4	<p>Whitmore Recreation Area Planning</p> <ul style="list-style-type: none"> • Participate and support staff working with jurisdictional partners and the LADWP on acquiring additional leased area, the execution of a new 50-year lease for both the ball fields and pool, and the development and funding of a conceptual master plan for expanded recreation amenities at the sports complex. 	4
5	<p>Bike Park Concept</p>	5

	<ul style="list-style-type: none"> Coordinate with staff and engage with the community on the outline of a beginner/intermediate ability level bike park. 	
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B. RENEWED FOCUS ON COMMUNITY PROGRAMMING

GOAL: Continue to seek innovative ways to aid, advocate and participate in the advancement, coordination and delivery of community recreation services through partner organizations, civic groups, volunteers, youth sports programs, other municipalities and the private sector.

No.	Task	PRIORITY
1	Advocacy <ul style="list-style-type: none"> Demonstrate strong leadership and effective advocacy throughout the community to enhance community programs and amenities with an emphasis on inclusion and equity. 	1
2	Community Engagement <ul style="list-style-type: none"> Engage with the public to determine recreation needs by conducting community outreach events, activities or other methods. 	2
3	Youth Sports <ul style="list-style-type: none"> Conduct Youth Sports Funding Recommendations Schedule and host two annual meetings with YSF organizations 	3
4	Regulatory Oversight <ul style="list-style-type: none"> Formulate/evaluate rules and regulations with respect to use and conduct in parks and other recreation areas. 	4
5	Partnerships <ul style="list-style-type: none"> Continue to partner with MUSD/MCOE on facility development and community programming opportunities or projects. Liaise with other governmental agencies, non-governmental organizations, civic groups, volunteer organizations, and the private sector to aid in the advancement and coordination of recreation services. 	5

C. ENGAGEMENT WITH MAMMOTH LAKES RECREATION (MLR)

GOAL: Engagement with Mammoth Lakes Recreation (MLR) to enhance and augment community recreation.

No.	Task	PRIORITY
1	Communication and Engagement <ul style="list-style-type: none"> Engage with MLR by participating in regular meetings, scheduling joint workshops (min. one/year), recreation events, and as necessary, Ad-Hoc committee meetings. 	1
2	Programming	2

	<ul style="list-style-type: none"> Direct programming efforts of prioritized projects congruent with the Parks and Recreation Department mission and aligned with the recreation needs of the community. 	
3	<p>Funding</p> <ul style="list-style-type: none"> Support Measure R/U funding recommendations for Department Programming or Special Projects. Prop 68 grant programs – establish method to source, evaluate and apply for funding. 	3

D. ENHANCED ENGAGEMENT WITH INDUSTRY ASSOCIATIONS

GOAL: Increase industry knowledge and emerging trends by participating in and networking with California Parks and Recreation Society (CPRS) and the California Association of Park and Recreation Commissioners and Board Members (CAPRCBM) conferences or events.

No.	Task	PRIORITY
1	<p>Industry Associations</p> <ul style="list-style-type: none"> Enhanced engagement with industry associations. Embrace emerging trends 	1
2	<p>Education and Networking</p> <ul style="list-style-type: none"> Participate in industry educational and networking conferences and events. Participate in facilitated Commission training sessions Participate in Town-wide mandatory training programs and sessions 	2
3	<p>Industry recognition</p> <ul style="list-style-type: none"> Seek industry recognition for staff, commissioners, facilities, amenities and/or programs. 	3

E. BETTER PLANNING = STRONGER COMMUNITY

GOAL: Build stronger, healthier and happier communities by strategically integrating the California Action Plan (CAP) into our planning and project work processes.



No.	Task	PRIORITY
1	<p>Advocate</p> <ul style="list-style-type: none"> Influence public policy at the local, state, and federal level to advocate for parks and recreation. <p>Communicate</p> <ul style="list-style-type: none"> Communicate the vision and value of parks and recreation to staff, community leaders, stakeholders, and partners to raise awareness of park and recreation services and benefits. <p>Evaluate</p> <ul style="list-style-type: none"> Research and document successes and track performance across the profession to measure outcomes and influence public opinion and policy. <p>Innovate</p> <ul style="list-style-type: none"> Evolve approaches and practices to respond to emerging trends and meet the needs of our changing communities. <p>Collaborate</p> <ul style="list-style-type: none"> Engage allied professionals, citizens, educators, policymakers, interest groups, corporate sponsors and service providers in collaborative efforts to leverage resources, meet broader community needs and maximize outcomes. 	1

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STRATEGY TWO:

***Maintain and Enhance the Town's
Recreation Infrastructure***

B. Maintain and Enhance the Town’s Recreation Infrastructure

A. ENHANCED RECREATION AMENITIES

GOAL: Launch, program and operate the Community Recreation Center (CRC)

No.	Task	PRIORITY
1	Operations and Management Plan <ul style="list-style-type: none"> Finalize seasonal (winter/summer) operational plans for the first year of operations aligned with the Playbooks, facility amenities and financial resources of the Town. 	1
2	Fundraising and Communication <ul style="list-style-type: none"> Develop and implement a comprehensive fundraising plan. Includes: <ul style="list-style-type: none"> Convene a community working group to assist in the development of the plan. Identify and provide sponsorship opportunities for individual donors, local business/organizations and corporate sponsors Identify and secure a fundraising platform Schedule community fundraising events/programs Identify and submit grant applications Coordinate with other local/regional organizations and partners to identify and secure funding opportunities. Implement a communication and public outreach plan 	2
3	Facility Launch <ul style="list-style-type: none"> Coordinate with the Town Council, Recreation Commission and stakeholders on a Ribbon Cutting Ceremony of the Community Recreation Center. 	3

GOAL: Lead and/or support efforts to provide multi-purpose, year-round, indoor and outdoor recreation amenities in Mammoth Lakes.

No.	Task	PRIORITY
1	Whitmore Track and Sports Field Improvements – GRANT DEPENDENT <ul style="list-style-type: none"> This project is dependent on a successful grant award from the Prop 68 Regional Park Program (RPP) \$3,000,000. Proposed improvements include: <ul style="list-style-type: none"> 3,000 sq. ft. Whitmore Recreation Center 2,000, linear foot multi-use trail with 10 fitness stations located in 3 clusters. Grant award made in Spring/Summer 2022 	1
2	Mammoth Lakes Community Dog Park	2

	<ul style="list-style-type: none"> Determine and secure a financially feasible, sustainable, and visible site(s) for a community dog park. Work with community organizations, local businesses, and jurisdictional partners to foster community pride, fundraise for park amenities and support maintaining a dog park. 	
3	<p>Park at The Parcel</p> <ul style="list-style-type: none"> Develop a site plan for an 0.8 acre community park for The Parcel residents and community residents/visitors. Investigate funding options for the Park that includes: childcare uses, playground, BBQ/picnic area and open play area maximizing the existing trees. Work with Parks Maintenance, PW/Engineering and the Community and Economic Development Department on the required tasks to construct, operate and maintain The Park at the Parcel. 	3
4	<p>Mammoth Arts and Cultural Center (MACC)</p> <ul style="list-style-type: none"> Coordinate with the Mammoth Lakes Foundation to execute and fund a contract with AMS Planning and Research to complete an Operating Forecast for the proposed MACC. Convene a community working group to assist AMS Planning and Research complete the contact deliverables of the Operating Forecast. 	4
5	<p>Bike Park/Pump Track Concept</p> <ul style="list-style-type: none"> Draft outline of concept and required tasks to construct, operate and maintain a community bike park/pump track. Determine a financially feasible, sustainable and visible site for a bike park/pump track. 	5
6	<p>Mammoth Lakes Bouldering Park</p> <ul style="list-style-type: none"> Draft outline of a concept and required tasks to construct, operate and maintain a community bouldering park. Determine a financially feasible, sustainable and visible site for a community bouldering park. 	6
7	<p>Shady Rest DiscGolfPark</p> <ul style="list-style-type: none"> Host a community event promoting the completion of the Pro/Recreational Tee pads, Tee signs and Adopt a Hole Sponsor stickers. Manage the Adopt-a-Hole donor program to ensure the long-term sustainability of the amenity. 	7
8	<p>Whitmore Recreation Area Planning</p> <ul style="list-style-type: none"> Work with the Los Angeles Department of Water and Power (LADWP) on securing additional leased area (total 112.75 acres) and the execution of a new 50-year lease for both the ball fields and pool (BL#1423). Develop a conceptual site plan for expanded recreation amenities at the Whitmore Recreation Area. 	8

B. ENHANCED RECREATION INFRASTRUCTURE

GOAL: Enhance recreation infrastructure utilizing a variety of funding sources to improve the safety, operations and guest experience of the amenities.

No.	Task	PRIORITY
1	Deferred Maintenance <ul style="list-style-type: none"> Implement the Deferred Maintenance Program as prioritized by the Recreation Commission with available funds. 2022 work program includes: <ul style="list-style-type: none"> Whitmore Recreation Area Softball/Baseball Field Maintenance Whitmore Recreation Area bleacher replacement (2) Community Tennis Courts crack repair Shady Rest Park irrigation system Whitmore Pool 	1
2	Parks and Recreation Amenities Enhancement Program <ul style="list-style-type: none"> Launch program to provide opportunities for donors to enhance our parks and facilities for the enjoyment of all users. Includes water fountains, benches, trees, BBQ's, etc. 	2
3	Asset Management <ul style="list-style-type: none"> Complete GIS inventory of parks and facilities to build the foundation for an asset management plan and further the Parks and Recreation enhancement program. Coordinate with Public Works on asset management capabilities and a platform for implementation. 	3
4	Signage and Wayfinding <ul style="list-style-type: none"> Assist in the enhancement of signage and wayfinding for parks, trails, and facilities, including regulatory signs with the goal of increasing user access and public safety (dog waste). 	4

C. SUSTAINABILITY

GOAL: Develop and Implement sustainable best practices to enhance Town owned or managed pools, parks, fields, and facilities.

No.	Task	PRIORITY
1	Maintenance Best Practices <ul style="list-style-type: none"> Integrate parks maintenance industry best practices into daily operations (Whitmore Ball Field Maintenance, in partnership with MUSD) 	1

	<ul style="list-style-type: none">• Engage with industry vendors for educational/training opportunities• Coordinate with municipal agencies on best practices, preferred vendors, and other staff/work opportunities	
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STRATEGY THREE:

Deliver High-Quality, Innovative, and Affordable Recreation Programming

C. Deliver High-Quality, Innovative, and Affordable Recreation Programming

A. COMMUNITY-CENTRIC PROGRAMMING

GOAL: Provide recreation users with high-quality, innovative, and affordable programming in the specified NEW age groups that can lead to an improved quality of life.

NEW RECREATION PROGRAM AGE GROUPS	
Toddler	<u>2 years</u>
Preschool	<u>3-4 years</u>
Grade TK-2	<u>5-7 years</u>
Grade 3-5	<u>8-11 years</u>
Middle School	<u>12-14 years</u>
High School	<u>15-18 years</u>
Adult	<u>16+ years</u>
Active Adult	<u>55+ years</u>
Senior	<u>65+ years</u>

B. ENHANCED COMMUNITY PROGRAMMING

GOAL: Provide enhanced community programming by partnering with local organizations, youth sporting groups, individuals or jurisdictions.

No.	Task	PRIORITY
1	Additional/Enhanced Recreation Programs <ul style="list-style-type: none"> Develop and deliver additional programs provided by individuals, professional recreation providers or jurisdictional partner, Includes: <ul style="list-style-type: none"> Mono County, Mammoth Hospital, MUSD/MCOE, etc. Schedule regular communication/meetings with recreation providers to discuss, plan and schedule community programs. 	1
2	Additional/Enhanced Youth Sport Programs <ul style="list-style-type: none"> Conduct Youth Sports Funding Process. Support the development of additional or enhancement of existing programs provided by local youth sport organizations. Encourage programming offered by youth sports organizations to be safe and inclusive (equitable) for all. Schedule two meetings of the Recreation Commission and youth sporting organizations with the goal of supporting and/or enhancing community programs, events, or tournaments. 	2

C. PROGRAM DELIVERY

GOAL: Create and deliver scalable and sustainable signature summer camps, programs and community events aligned with the core program areas and the resource capacity and capabilities of the Parks and Recreation Department.

No.	Task	PRIORITY
1	<p>Core Program Areas:</p> <ul style="list-style-type: none"> A. Summer Youth² Camps and Programs <ul style="list-style-type: none"> • Deliver signature summer camps (1), CRC Sport Camps (2) and partner camps/programs (3) • Aquatic programs (swim lessons/water polo) B. Youth³ After-School Programs <ul style="list-style-type: none"> • Develop and provide skill-based instructional sport/athletic and STEAM programs in non-summer seasons C. Adult⁴ Activities <ul style="list-style-type: none"> • Expand programs, leagues, and tournaments for adults aged 16+, Active Adults and Seniors D. Community Events/Activities <ul style="list-style-type: none"> • Easter Egg Hunt at MCP – April 15 • Parks and Recreation Month – July • Fourth of July Fireworks Spectacular • Haunted Rink and Skate Party at CRC – October 28 • Community Tree Lighting Ceremony at MCP – December 2 • Skate with Santa at CRC – December 15 E. Diverse, Inclusive and Equitable Programs <ul style="list-style-type: none"> • Community members utilizing our facilities, programs or services will have equitable access, regardless of ability, race, age, sexual orientation, gender identity, religion, or country of origin. 	1
2	<p>Deliver Scalable and Sustainable Programming</p> <ul style="list-style-type: none"> • Systematically and efficiently plan and deliver camps, programs, events and activities that are scalable (right-sized) and fiscally, logistically (transportation) and environmentally sustainable. 	2
3	<p>Summer Camp/Program Registration</p> <ul style="list-style-type: none"> • Host the annual Recreation Expo on March 30 • Summer Program Pre-registration (limited to one camp/product per child) – April 4-8 • Summer Program Open Registration – April 11 • Continue to explore opportunities to further assist families register their children in our many popular summer camps and programs. 	3

² Youth: Ages 5-14

³ Youth: Ages 5-14

⁴ Adult: 16+

	<ul style="list-style-type: none"> Schedule and advertise seasonal registration periods for camps and programs. 	
4	<p>Utilize the Shady Rest Park Pavilion as the hub (base camp) for summer camps</p> <ul style="list-style-type: none"> Central location for all youth summer camps Provide supervised and pre-registered early drop off/pick-up for youth camp participants to support the needs of working parents. Create a vibrant, fun, and <u>safe</u> environment for our camp and program participants with effective oversight. 	4

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STRATEGY FOUR:

*Strengthen Organizational Systems,
Structures and Operations*

F. Strengthen Organizational Systems, Structures and Operations

A. OPERATIONAL EXCELLENCE⁵

GOAL: Develop and implement a standardized department-wide system that describes what operational excellence is, how it will be implemented, who will implement it, and how it will be measured.

No.	Task	PRIORITY
1	<p>Top 3 Core Standards of Excellence</p> <ul style="list-style-type: none"> • Identify, implement and measure the <u>Top 3 core standards</u> of excellence for each major operational area of responsibility. <ul style="list-style-type: none"> ○ Summer Camps ○ Recreation Programs ○ Mammoth Ice Rink ○ Mammoth RecZone ○ Whitmore Pool ○ Facility / Activity Reservations ○ Parks Maintenance ○ Special Event Administration ○ Signature Community Events 	1

B. CONTINUAL IMPROVEMENT

GOAL: Continually improve the delivery of community events, camps, activities, programs, facility operations and parks maintenance efforts by constantly measuring, evaluating and improving performance.

No.	Task	PRIORITY
1	<p>Recreation Program Evaluation and Improvement</p> <ul style="list-style-type: none"> • Measure and evaluate each recreation camp/program as it pertains to their efficiency, effectiveness, success and opportunities for improvement. <ul style="list-style-type: none"> ○ <u>Internal:</u> Staff evaluation - Keep, Stop or Start ○ <u>External:</u> <ul style="list-style-type: none"> i. Collect a min. 200 completed customer satisfaction surveys ii. Conduct annual focus groups for youth, teen and adult participants. 	1

⁵ Operational Excellence is an element of organizational leadership that stresses the application of a variety of principles, systems, and tools toward the sustainable improvement of key performance metrics. "Systems run your business, people run your systems."

2	<p>Park/Facility Evaluation and Improvement</p> <ul style="list-style-type: none"> • Measure and evaluate each park and facility as it pertains to their efficiency, effectiveness, success and opportunities for improvement. <ul style="list-style-type: none"> ○ <u>Internal:</u> Staff evaluation - Keep, Stop or Start ○ <u>External:</u> <ul style="list-style-type: none"> i. Coordinate with PlayCore on a program to collect, analyze and utilize data to meet the needs of the department. ii. Collect a min. 50 Facility Rental Satisfaction surveys 	2
3	<p>Enhanced Reservation Platform</p> <ul style="list-style-type: none"> • Conduct research and analyze online registration and facility reservation software that meets and/or exceeds the current and future needs of the department. • Goal is to improve the online customer reservation experience and administrative functionality for the department. • Present recommendations to the Recreation Commission for potential implementation in 2023. 	3

C. FACILITY OPERATIONS

GOAL: Update program/facility policies and procedures, promote social equity throughout our facilities, and deploy sufficient staffing levels and standards to maintain a safe, clean, accessible and welcoming environment.

No.	Task	PRIORITY
1	<p>Program and Facility Manuals</p> <ul style="list-style-type: none"> • Revise the Parks and Recreation Department Manual <ul style="list-style-type: none"> ○ Recreation Commission review and acceptance ○ Town Council Fee Schedule amendment ○ Use “Change Log” to track amendments to the document ○ Review additional amendments from Park/Facility use and Special Events sections and prepare ordinance amendments for review. • Revise, distribute and integrate into in-service training, specific program/facility employee manuals <ul style="list-style-type: none"> ○ Mammoth Ice Rink ○ Whitmore Pool ○ Counselor Guide 	1
2	<p>Social Equity</p> <ul style="list-style-type: none"> • Ensure that all people regardless of income level, ability, race or gender have access to the benefits of parks and recreation. <ul style="list-style-type: none"> ○ Tony Colasardo Scholarship Fund 	2

	<ul style="list-style-type: none"> ▪ Actively promote the scholarship program throughout the community and integrate into seasonal pre-registration information. ▪ Provide annual scholarship update to donors. ▪ Continue to solicit community donations for the program. ▪ Provide a min. of two (2) scholarships for local youth sporting organizations to increase participation. ▪ Work with MUSD on providing scholarships to those youth in need. 	
3	<p>Facility Environments</p> <ul style="list-style-type: none"> • Operate facilities that are safe, clean, and accessible by deploying sufficient and well-trained staff that adhere to established Town standards and mandated local/state regulations. 	3

D. ENHANCED INTEGRATED COMMUNICATION AND ENGAGEMENT

GOAL: Implement a fully integrated communication plan that effectively and in a cost-effective manner, disseminates information and encourages engagement about ‘core’ community parks and recreation programs, services and facilities.

No.	Task	PRIORITY
1	<p>Recreation This Week</p> <ul style="list-style-type: none"> • Expand the reach of the weekly e-newsletter: “Recreation This Week” by 10%. Current subscribers: 916 -> Goal 1008 (+10%) 	1
2	<p>Communication Plan</p> <ul style="list-style-type: none"> • Implement and measure the use of the annual Communication Plan through the Customer Satisfaction Survey. • Strategically utilize communication channels (social media, print, radio, podcasts, signage, etc.) to expand the awareness of departmental programs. • Increase the use of video to promote the diverse range of recreation programs and services provided by the department. 	2
3	<p>Social Media</p> <ul style="list-style-type: none"> • Utilize social media platforms to increase awareness of programs and services. • Implement and measure the effectiveness of a social media for the following sites: <ul style="list-style-type: none"> ○ Mammoth Ice Rink: Current followers 452 -> Goal 497 (+10%) ○ Whitmore Pool: Current followers 582 -> Goal 640 (+10%) ○ Mammothparksnrec: Current followers 2,760-> Goal 3,036 (+10%) 	3
4	<p>Accessible and Informative Outreach</p>	4

	<ul style="list-style-type: none">• The Department will collaborate with our community and county partners to ensure that messages are accessible and informative.• Includes:<ul style="list-style-type: none">• Provide bilingual communication for programs and services• Participate in Hispanic community events to solicit input and seek feedback of outreach efforts and programming needs.	
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STRATEGY FIVE:

Advance Team Capacity and Organizational Culture

G. Advance Team Capacity and Strengthen Organizational Culture

A. STRENGTHEN ORGANIZATIONAL CULTURE

GOAL: Integrate the Town’s culture into the Parks and Recreation Department where both year-round and seasonal staff are valued, recognized and appreciated for their efforts.

No.	Task	PRIORITY
1	<p>Celebrate our High Achievement</p> <ul style="list-style-type: none"> • Accomplish great things • Celebrate opportunities • Remain dynamic and positive • Flexible and fast reacting • Constant improvement • Responsive and responsible • Remove obstacles <p>Develop Efficient and Effective Teams</p> <ul style="list-style-type: none"> • Understand challenges • Provide excellent service • Know and understand • One team atmosphere • Engaged teams • Ethical actions and decisions • Fix what is broken • Work/life balance <p>Communicate and Promote Respect</p> <ul style="list-style-type: none"> • Explain decisions • Disseminate information • Share thoughts and skills • Provide feedback • Develop each other • Trust must be built 	1
2	<p>Culture ‘Integration’ Evaluation</p> <ul style="list-style-type: none"> • Evaluate the effectiveness of the integration of the Town’s culture into our daily operations with our seasonal and year-round employees. Includes: <ul style="list-style-type: none"> ○ On-boarding ○ In-Service Training ○ Staff Meetings ○ Employee evaluations/Exit interviews (what are we doing well? What areas can we improve?) 	2

B. TEAMWORK

GOAL: Integrate a TEAM culture aligned with a single vision and unifying purpose by integrating the 5 C's into daily operations to achieve extraordinary results.

No.	Task	PRIORITY
1	<p>Integrate the 5 C's into daily operations</p> <ul style="list-style-type: none"> • Communicate (<i>the what...</i>) <ul style="list-style-type: none"> ○ Create shared understanding and awareness by frequent and effective vertical communication - establishes a shared vision, focus, common purpose and enduring connection. • Connect (<i>the why...</i>) <ul style="list-style-type: none"> ○ Build genuine relationships and trust by positive interactions, shared experiences and honesty with each other that furthers and reinforces collaboration. • Collaboration (<i>the how...</i>) <ul style="list-style-type: none"> ○ The team is better, stronger and more productive together by working together. Seek synergistic relationships, innovation and partnerships in all directions (internally and externally). Think WE before me... • Commit (<i>the do...</i>) <ul style="list-style-type: none"> ○ It is each individual's unwavering commitment and accountability to the team that leads to extraordinary results. Goal is to empower team members to act with confidence and with the support of the entire team (empowered execution). • Celebrate (All!) <ul style="list-style-type: none"> ○ Recognition and acknowledgement of an individual's and the team's accomplishments needs to be celebrated! 	1

C. PROFESSIONAL DEVELOPMENT

GOAL: Provide valuable and relevant job-specific education, training and certification opportunities for employees to improve productivity, efficiency and job satisfaction.

No.	Task	PRIORITY
1	<p>Required Training</p> <ul style="list-style-type: none"> • Participate in Town-wide required staff training programs and sessions. 	1
2	<p>Professional Development Plans</p> <ul style="list-style-type: none"> • Develop a personalized professional development plan for every full-time Parks and Recreation Department employee. Includes: <ul style="list-style-type: none"> ○ On the job training programs: webinars, industry subscriptions 	2

	<ul style="list-style-type: none"> ○ Certification: CPR/AED, Playground Safety, WSI, AFO, Class B, Maintenance Management School, Food Safety Class, NRPA, etc. 	
3	<p>Education and Networking</p> <ul style="list-style-type: none"> ● Department representation at annual CPRS Conference and Expo ● Department representation at annual CJPIA Conferences or Academies (i.e. Parks and Recreation Academy) ● Department representation at California Aquatic Management School ● Department representation at CPRS Parks Maintenance School, Academy or educational sessions. 	3
4	<p>Customer Service Training</p> <ul style="list-style-type: none"> ● Build a culture of guest service excellence throughout the department by participating in relevant programs, classes or webinars. Includes: <ul style="list-style-type: none"> ○ CJPIA Customer Service Session ○ Chamber of Commerce <i>Peak Performance Program</i> ○ Other... 	4

D. RECRUIT, RETAIN AND RECOGNIZE THE BEST

GOAL: Strategically recruit, retain and recognize our employees to sustain recreation programs

No.	Task	PRIORITY
1	<p>Build Team Capacity</p> <ul style="list-style-type: none"> ● Develop and implement programs that train youth as Sports Officials, Counselors in Training (CIT's), recreation facility staff and junior lifeguards to enhance program delivery. ● Recruit and train community volunteers ● Develop quality programming that allows for larger group sizes ● Facilitate completion of Class B licenses for full-time and seasonal staff 	1
2	<p>Recruitment Plan</p> <ul style="list-style-type: none"> ● Outreach: Partner with HR to develop and implement a recruitment plan for parks and recreation professionals. Includes skilled and mature/experienced employees, parks maintenance workers, contract instructors or volunteers for the delivery of enhanced programming. Markets include: <ul style="list-style-type: none"> ○ Regional school districts ○ College activation ○ Industry conferences/publications (CPRS/NRPA) ○ Mammoth Resorts ○ Inyo/Mono Counties ● Hiring Process: Develop a plan for the recruitment of staff for facility operations, camps and programs. Includes: identification of employee 	2

	needs (staff roster), ad placement and schedule, interviews, offer letters and on-boarding.	
3	Recognition Plan <ul style="list-style-type: none"> • Implement a department-wide recognition plan for all employees <ul style="list-style-type: none"> ○ Spontaneous – recognize excellence as it happens ○ Planned – schedule recognition events <ul style="list-style-type: none"> ▪ Weekly/Monthly awards ▪ Scheduled recognition events 	3

E. EMBRACE EMERGING TRENDS

GOAL: The department will embrace emerging recreation trends, including product, program, amenity and facility innovations within the Parks and Recreation industry and broader Outdoor Recreation Industry.

No.	Task	PRIORITY
1	Trend Implementation <ul style="list-style-type: none"> • Integrate relevant and sustainable industry trends into parks and recreation programs and facility operations and best practices. 	1

Evaluation Methodology:

Rating	Explanation
A	Accomplished strategy/task and/or integrated into annual workplan/operations
B	Partially completed strategy/task and/or in process of integrating into annual workplan/operations
C	Little or no action with completion of strategy/task and/or integrating into annual workplan/operations