



*Mammoth Lakes*™  
CALIFORNIA

# 2022 STRATEGIC WORKPLAN

*Parks & Recreation  
Department*

All Recreation ★ All The Time!

Mammoth Lakes, California

## 2022 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 2022 are aligned with the following Town Council adopted documents:

## **A. Town Council Strategic Priorities and Key Objectives<sup>1</sup>**

### ***Strategic Priority: Expand availability and affordability of Community Housing***

- Initiate construction on Phase 1 and approve development plans for Phase 2 of The Parcel
- Implement diverse housing solutions working with private sector and other agencies both locally and regionally including a review of housing related guiding documents
- Identify and pursue sustainable funding source(s) for community housing
- Collect and analyze data on short-term rental for compliance with Town codes and impact on local housing market and review Town code for updates

### ***Strategic Priority: Enhance a sustainable recreation economy with partnerships & investment***

- Establish and staff an Office of Outdoor Recreation to coordinate with federal land managers on recreational investments, experiences and planning related to federal lands
- Enhance public recreational and community service experience through focused destination management strategies
- Finalize Agreement with MLF for MACC project; complete Community Recreation Center project; and identify options for a permanent outdoor events venue
- Engage with partners on amenity improvements on federal lands, reduce fire risk and improve forest health

### ***Strategic Priority: Investment in infrastructure improvements, and maintenance***

- Invest in pavement and facilities rehabilitation, replacement, expansion and maintenance (Roads, MUPs, Sidewalks, Offices, Parks, and Equipment)
- Participate in regional Airport plan with FAA, Caltrans, and local partners and set local strategic vision for Mammoth Yosemite Airport (MMH)
- Develop prioritized 5-year Capital Improvement Plan (CIP) with funding plan for annual implementation
- Finalize mobility master plan and initiate work program including micro-mobility, EV capacity and transit improvements including integration with regional air service connectivity

### ***Strategic Priority: Implementation of enhanced and required municipal services***

- Define and implement technology-based systems for customer service improvement
- Initiate Phase 1 of selected communications system and finalize decision on regional dispatch facility
- Enhance Town's public outreach/engagement/information strategies, tools and tactics
- Maintain long-term financial stability (reserves, revenue and expenditure management) to support strategic investment and flexibility to respond to opportunities and needs

## **B. Parks and Recreation Master Plan**

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

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<sup>1</sup> Adopted: May 19, 2021

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

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## *Work Program of the Recreation Commission*

## 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><b>Community Recreation Center</b></p> <ul style="list-style-type: none"> <li>Continue to advocate, communicate, and engage with the community on the benefits of the facility and associated programs.</li> <li>Review department prepared seasonal (winter/summer) operational plans for the first year of operations aligned with the Playbooks, facility amenities and financial resources of the Town.</li> <li>Support department efforts to develop and implement a comprehensive sponsorship/fundraising plan.</li> <li>Coordinate with staff on the launch of the Community Recreation Center to the public.</li> </ul>	1
2	<p><b>Deferred Maintenance Program</b></p> <ul style="list-style-type: none"> <li>Prioritize staff recommended Deferred Maintenance projects with available funds.</li> <li>Advocate for additional funds for staff presented and Recreation Commission endorsed deferred maintenance projects.</li> </ul>	2
3	<p><b>New Recreation Amenities</b></p> <ul style="list-style-type: none"> <li>Support department efforts to provide multi-purpose, year-round, indoor and outdoor recreation amenities in Mammoth Lakes.</li> <li>Department prioritized recreation amenities include: <ul style="list-style-type: none"> <li>Whitmore Track and Sports Field Improvements – GRANT DEPENDENT</li> <li>Mammoth Lakes Community Dog Park</li> <li>Park at the Parcel</li> <li>Mammoth Arts and Cultural Center (MACC)</li> <li>Shady Rest DiscGolfPark®</li> <li>Whitmore Recreation Area Planning</li> <li>Bike Park/Pump Track Concept</li> <li>Mammoth Lakes Boulderling Park</li> </ul> </li> </ul>	3

### B. 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	<b>Advocacy</b> <ul style="list-style-type: none"> <li>Demonstrate strong leadership and effective advocacy throughout the community to enhance community programs and amenities with an emphasis on inclusion, equity and capacity building.</li> </ul>	1
2	<b>Community Engagement</b> <ul style="list-style-type: none"> <li>Engage with the public to determine recreation needs by conducting community outreach events, activities or other methods.</li> </ul>	2
3	<b>Youth Sports</b> <ul style="list-style-type: none"> <li>Conduct Youth Sports Funding Recommendations.</li> <li>Advocate for additional funding for youth sports organizations.</li> <li>Increase engagement with youth sports organizations by hosting two annual meetings.</li> </ul>	3
4	<b>Regulatory Oversight</b> <ul style="list-style-type: none"> <li>Formulate/evaluate rules and regulations with respect to use and conduct in parks and other recreation areas.</li> <li>Amend Chapter 2.40 of the Town of Mammoth Lakes Municipal Code.</li> </ul>	4

**C. ENGAGEMENT WITH MAMMOTH LAKES RECREATION (MLR), OFFICE OF OUTDOOR RECREATION AND OTHER ENTITIES**

**GOAL: Engagement with Mammoth Lakes Recreation (MLR), Office of Outdoor Recreation and other entities to enhance and augment community recreation.**

No.	Task	PRIORITY
1	<b>Communication and Engagement</b> <ul style="list-style-type: none"> <li>Engage with MLR, Office of Outdoor Recreation and other entities by participating in regular meetings, joint workshops, recreation events, community meetings and other.</li> <li>Advocate for community/regional recreation facilities and amenities.</li> </ul>	1
2	<b>Funding</b> <ul style="list-style-type: none"> <li>Support Measure R/U funding recommendations for department programs or new recreation amenities.</li> <li>Grant programs – Support department efforts to source, evaluate and apply for grant funding.</li> </ul>	3

**D. 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	<b>Education and Networking</b> <ul style="list-style-type: none"> <li>Participate in industry educational and networking conferences and events.</li> <li>Participate in facilitated Commission training sessions</li> <li>Participate in Town-wide mandatory training programs and sessions</li> </ul>	1
2	<b>Industry Associations</b> <ul style="list-style-type: none"> <li>Engagement with industry associations.</li> <li>Embrace emerging trends</li> </ul>	2

**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	<b>Advocate</b> <ul style="list-style-type: none"> <li>Influence public policy at the local, state, and federal level to advocate for parks and recreation.</li> </ul> <b>Communicate</b> <ul style="list-style-type: none"> <li>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.</li> </ul> <b>Evaluate</b> <ul style="list-style-type: none"> <li>Research and document successes and track performance across the profession to measure outcomes and influence public opinion and policy.</li> </ul> <b>Innovate</b> <ul style="list-style-type: none"> <li>Evolve approaches and practices to respond to emerging trends and meet the needs of our changing communities.</li> </ul> <b>Collaborate</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	1

## STRATEGY TWO:

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

**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	<b>Operations and Management Plan</b> <ul style="list-style-type: none"> <li>Finalize seasonal (winter/summer) operational plans for the first year of operations aligned with the Playbooks, facility amenities and financial resources of the Town.</li> </ul>	1
2	<b>Fundraising and Communication</b> <ul style="list-style-type: none"> <li>Develop and implement a comprehensive fundraising plan. Includes:               <ul style="list-style-type: none"> <li>Convene a community working group to assist in the development of the plan.</li> <li>Identify and provide sponsorship opportunities for individual donors, local business/organizations and corporate sponsors</li> <li>Identify and secure a fundraising platform</li> <li>Schedule community fundraising events/programs</li> <li>Identify and submit grant applications</li> <li>Coordinate with other local/regional organizations and partners to identify and secure funding opportunities.</li> </ul> </li> <li>Implement a communication and public outreach plan</li> </ul>	2
3	<b>Facility Launch</b> <ul style="list-style-type: none"> <li>Coordinate with the Town Council, Recreation Commission and stakeholders on a Ribbon Cutting Ceremony for the Community Recreation Center.</li> </ul>	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	<b>Whitmore Track and Sports Field Improvements – GRANT DEPENDENT</b> <ul style="list-style-type: none"> <li>This project is dependent on a successful grant award from the Prop 68 Regional Park Program (RPP) \$3,000,000.</li> <li>Proposed improvements include:               <ul style="list-style-type: none"> <li>3,000 sq. ft. Whitmore Recreation Center</li> <li>2,000, linear foot multi-use trail with 10 fitness stations located in 3 clusters.</li> <li>Grant award made in Spring/Summer 2022</li> </ul> </li> </ul>	1
2	<b>Mammoth Lakes Community Dog Park</b>	2

	<ul style="list-style-type: none"> <li>Determine and secure a financially feasible, sustainable, and visible site(s) for a community dog park.</li> <li>Work with community organizations, local businesses, and jurisdictional partners to foster community pride, fundraise for park amenities and support maintaining a dog park.</li> </ul>	
3	<p><b>Park at The Parcel</b></p> <ul style="list-style-type: none"> <li>Develop a site plan for an 0.8 acre community park for The Parcel residents and community residents/visitors.</li> <li>Investigate funding options for the Park that includes: childcare uses, playground, BBQ/picnic area and open play area maximizing the existing trees.</li> <li>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.</li> </ul>	3
4	<p><b>Mammoth Arts and Cultural Center (MACC)</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Convene a community working group to assist AMS Planning and Research complete the contact deliverables of the Operating Forecast.</li> </ul>	4
5	<p><b>Shady Rest DiscGolfPark®</b></p> <ul style="list-style-type: none"> <li>Host a community event promoting the completion of the Pro/Recreational Tee pads, Tee signs and Adopt a Hole Sponsor stickers.</li> <li>Manage the Adopt-a-Hole donor program to ensure the long-term sustainability of the amenity.</li> </ul>	5
6	<p><b>Whitmore Recreation Area Planning</b></p> <ul style="list-style-type: none"> <li>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).</li> <li>Develop a conceptual site plan for expanded recreation amenities at the Whitmore Recreation Area.</li> </ul>	6
7	<p><b>Bike Park/Pump Track Concept</b></p> <ul style="list-style-type: none"> <li>Draft outline of concept and required tasks to construct, operate and maintain a community bike park/pump track.</li> <li>Determine a financially feasible, sustainable and visible site for a bike park/pump track.</li> </ul>	7
8	<p><b>Mammoth Lakes Bouldering Park</b></p> <ul style="list-style-type: none"> <li>Draft outline of a concept and required tasks to construct, operate and maintain a community bouldering park.</li> <li>Determine a financially feasible, sustainable and visible site for a community bouldering park.</li> </ul>	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	<b>Deferred Maintenance</b> <ul style="list-style-type: none"> <li>Implement the Deferred Maintenance Program as prioritized by the Recreation Commission with available funds.</li> <li>2022 work program includes: <ul style="list-style-type: none"> <li>Whitmore Recreation Area Softball/Baseball Field Maintenance</li> <li>Whitmore Recreation Area bleacher replacement (2)</li> <li>Community Tennis Courts crack repair</li> <li>Shady Rest Park irrigation system</li> <li>Whitmore Pool</li> </ul> </li> </ul>	1
2	<b>Parks and Recreation Amenities Enhancement Program</b> <ul style="list-style-type: none"> <li>Launch program to provide opportunities for donors to enhance our parks and facilities for the enjoyment of all users.</li> <li>Includes water fountains, benches, trees, BBQ's, etc.</li> </ul>	2
3	<b>Asset Management</b> <ul style="list-style-type: none"> <li>Complete GIS inventory of parks and facilities to build the foundation for an asset management plan and further the Parks and Recreation enhancement program.</li> <li>Coordinate with Public Works on asset management capabilities and a platform for implementation.</li> </ul>	3
4	<b>Signage and Wayfinding</b> <ul style="list-style-type: none"> <li>Assist in the enhancement of signage and wayfinding for parks, trails, and facilities, and Shady Rest Park winter OHV turnaround.</li> <li>Includes regulatory signs with the goal of increasing user access and public safety (dog waste).</li> </ul>	4

## C. SUSTAINABILITY

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

No.	Task	PRIORITY
1	<b>Maintenance Best Practices</b> <ul style="list-style-type: none"> <li>Integrate parks maintenance industry best practices into daily operations (Whitmore Ball Field Maintenance, in partnership with MUSD).</li> <li>Determine parks maintenance next practices that are not rooted in the past, but are forward focused on the future.</li> </ul>	1

	<ul style="list-style-type: none"> <li>Engage with industry vendors for educational/training opportunities</li> <li>Coordinate with municipal agencies on best practices, preferred vendors, and other staff/work opportunities.</li> </ul>	
2	<p><b>Winter Snow Removal</b></p> <ul style="list-style-type: none"> <li>Review/prioritize snow removal routes/facilities based on available snow removal equipment and staffing capacity.</li> <li>Create system and products for communicating cleared routes/facilities to the public and recreation users:             <ul style="list-style-type: none"> <li>Digital map</li> <li>Weekly update (website/social/Newsletter)</li> <li>Link to <a href="http://www.mammothtrails.org">www.mammothtrails.org</a></li> </ul> </li> </ul>	2

## STRATEGY THREE:

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*Deliver High-Quality, Innovative, and Affordable Recreation Programming*

## 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	<b>Additional/Enhanced Recreation Programs</b> <ul style="list-style-type: none"> <li>Develop and deliver additional programs provided by individuals, professional recreation providers or jurisdictional partner. Includes: <ul style="list-style-type: none"> <li>Mono County, Mammoth Hospital, MUSD/MCOE, etc.</li> </ul> </li> <li>Schedule regular communication/meetings with recreation providers to discuss, plan and schedule community programs.</li> </ul>	1

### 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	<b>Core Program Areas:</b> <ul style="list-style-type: none"> <li>A. Summer Youth<sup>2</sup> Camps and Programs</li> </ul>	1

<sup>2</sup> Youth: Ages 5-14



	<ul style="list-style-type: none"> <li>• Deliver signature summer camps (1), CRC Sport Camps (2) and partner camps/programs (3).</li> <li>• Aquatic programs (swim lessons/water polo)</li> </ul> <p>B. Youth<sup>3</sup> After-School Programs</p> <ul style="list-style-type: none"> <li>• Develop and provide skill-based instructional sport/athletic and STEAM programs in non-summer seasons.</li> </ul> <p>C. Adult<sup>4</sup> Activities</p> <ul style="list-style-type: none"> <li>• Expand programs, leagues, and tournaments for adults aged 16+, Active Adults and Seniors.</li> </ul> <p>D. Community Events/Activities</p> <ul style="list-style-type: none"> <li>• Easter Egg Hunt at SRP – April 15</li> <li>• Parks and Recreation Month – July</li> <li>• Fourth of July Fireworks Spectacular</li> <li>• Haunted Rink and Skate Party at CRC – October 28</li> <li>• Community Tree Lighting Ceremony at MCP – December 2</li> <li>• Skate with Santa at CRC – December 15</li> </ul> <p>E. Diverse, Inclusive and Equitable Programs</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	
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<sup>3</sup> Youth: Ages 5-14

<sup>4</sup> Adult: 16+

# STRATEGY FOUR:

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## *Strengthen Organizational Systems, Structures and Operations*

## Strengthen Organizational Systems, Structures and Operations

### A. OPERATIONAL EXCELLENCE<sup>5</sup>

**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><b>Top 3 Core Standards of Excellence</b></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ Summer Camps</li> <li>○ Recreation Programs</li> <li>○ Community Recreation Center</li> <li>○ Whitmore Pool</li> <li>○ Facility / Activity Reservations</li> <li>○ Parks Maintenance</li> <li>○ Special Event Administration</li> <li>○ Signature Community Events</li> </ul> </li> </ul>	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><b>Recreation Program Evaluation and Improvement</b></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ <u>Internal:</u> Staff evaluation - Keep, Stop or Start</li> <li>○ <u>External:</u> <ul style="list-style-type: none"> <li>i. Collect a min. 200 completed customer satisfaction surveys</li> <li>ii. Conduct annual focus groups for youth, teen and adult participants.</li> </ul> </li> </ul> </li> </ul>	1
2	<b>Park/Facility Evaluation and Improvement</b>	2

<sup>5</sup> 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.”

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

**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
<b>1</b>	<p><b>Parks and Recreation Department Manual</b></p> <ul style="list-style-type: none"> <li>• Annually review and update the Parks and Recreation Department Manual.               <ul style="list-style-type: none"> <li>○ Present annual Fee Schedule amendment to Recreation Commission and Town Council for approval.</li> <li>○ Review additional amendments from Park/Facility use and Special Events sections as needed and prepare ordinance amendments for review and approval.</li> </ul> </li> </ul>	<b>1</b>
<b>2</b>	<p><b>Social Equity</b></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ Tony Colasardo Scholarship Fund                   <ul style="list-style-type: none"> <li>▪ Actively promote the scholarship program throughout the community and integrate into seasonal pre-registration information.</li> <li>▪ Provide annual scholarship update to donors.</li> <li>▪ Continue to solicit community donations for the program.</li> <li>▪ Provide a min. of two (2) scholarships for local youth sporting organizations to increase participation.</li> </ul> </li> </ul> </li> </ul>	<b>2</b>

	<ul style="list-style-type: none"> <li>▪ Work with MUSD on providing scholarships to those youth in need.</li> </ul>	
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#### 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	<b>Recreation This Week</b> <ul style="list-style-type: none"> <li>• Expand the reach of the weekly e-newsletter: “Recreation This Week” by 10%. Current subscribers: 916 -&gt; Goal 1008 (+10%)</li> </ul>	1
2	<b>Communication Plan</b> <ul style="list-style-type: none"> <li>• Implement and measure the use of the annual Communication Plan through the Customer Satisfaction Survey.</li> <li>• Strategically utilize communication channels (social media, print, radio, podcasts, signage, etc.) to expand the awareness of departmental programs.</li> <li>• Increase the use of video to promote the diverse range of recreation programs and services provided by the department.</li> </ul>	2
3	<b>Social Media</b> <ul style="list-style-type: none"> <li>• Utilize social media platforms to increase awareness of programs and services.</li> <li>• Implement and measure the effectiveness of a social media for the following sites:               <ul style="list-style-type: none"> <li>○ Mammoth Ice Rink: Current followers 452 -&gt; Goal 497 (+10%)</li> <li>○ Whitmore Pool: Current followers 582 -&gt; Goal 640 (+10%)</li> <li>○ Mammothparksnec: Current followers 2,760-&gt; Goal 3,036 (+10%)</li> </ul> </li> </ul>	3
4	<b>Accessible and Informative Outreach</b> <ul style="list-style-type: none"> <li>• The Department will collaborate with our community and county partners to ensure that messages are accessible and informative.</li> <li>• Includes:               <ul style="list-style-type: none"> <li>• Distributing bilingual communication for programs and services</li> <li>• Participate in Hispanic community events to solicit input and seek feedback of outreach efforts and programming needs.</li> </ul> </li> </ul>	4

# STRATEGY FIVE:

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## *Advance Team Capacity and Organizational Culture*

## 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><b>Celebrate our High Achievement</b></p> <ul style="list-style-type: none"> <li>• Accomplish great things</li> <li>• Celebrate opportunities</li> <li>• Remain dynamic and positive</li> <li>• Flexible and fast reacting</li> <li>• Constant improvement</li> <li>• Responsive and responsible</li> <li>• Remove obstacles</li> </ul> <p><b>Develop Efficient and Effective Teams</b></p> <ul style="list-style-type: none"> <li>• Understand challenges</li> <li>• Provide excellent service</li> <li>• Know and understand</li> <li>• One team atmosphere</li> <li>• Engaged teams</li> <li>• Ethical actions and decisions</li> <li>• Fix what is broken</li> <li>• Work/life balance</li> </ul> <p><b>Communicate and Promote Respect</b></p> <ul style="list-style-type: none"> <li>• Explain decisions</li> <li>• Disseminate information</li> <li>• Share thoughts and skills</li> <li>• Provide feedback</li> <li>• Develop each other</li> <li>• Trust must be built</li> </ul>	1
2	<p><b>Culture ‘Integration’ Evaluation</b></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ On-boarding</li> <li>○ In-Service Training</li> <li>○ Staff Meetings</li> <li>○ Employee evaluations/Exit interviews (what are we doing well? What areas can we improve?)</li> </ul> </li> </ul>	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><b>Integrate the 5 C's into daily operations</b></p> <ul style="list-style-type: none"> <li>• Communicate (<i>the what...</i>)               <ul style="list-style-type: none"> <li>○ Create shared understanding and awareness by frequent and effective vertical communication - establishes a shared vision, focus, common purpose and enduring connection.</li> </ul> </li> <li>• Connect (<i>the why...</i>)               <ul style="list-style-type: none"> <li>○ Build genuine relationships and trust by positive interactions, shared experiences and honesty with each other that furthers and reinforces collaboration.</li> </ul> </li> <li>• Collaboration (<i>the how...</i>)               <ul style="list-style-type: none"> <li>○ 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...</li> </ul> </li> <li>• Commit (<i>the do...</i>)               <ul style="list-style-type: none"> <li>○ 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).</li> </ul> </li> <li>• Celebrate (All!)               <ul style="list-style-type: none"> <li>○ Recognition and acknowledgement of an individual's and the team's accomplishments needs to be celebrated!</li> </ul> </li> </ul>	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
2	<p><b>Professional Development Plans</b></p> <ul style="list-style-type: none"> <li>• Develop a personalized professional development plan for every full-time Parks and Recreation Department employee. Includes:               <ul style="list-style-type: none"> <li>○ On the job training programs: webinars, industry subscriptions</li> <li>○ Certification: CPR/AED, Playground Safety, WSI, AFO, Class B, Maintenance Management School, Food Safety Class, NRPA, etc.</li> </ul> </li> </ul>	2
3	<b>Education and Networking</b>	3



	<ul style="list-style-type: none"> <li>• Department representation at annual CPRS Conference and Expo</li> <li>• Department representation at annual CJPIA Conferences or Academies (i.e. Parks and Recreation Academy)</li> <li>• Department representation at California Aquatic Management School</li> <li>• Department representation at CPRS Parks Maintenance School, Academy or educational sessions.</li> </ul>	
<b>4</b>	<p><b>Customer Service Training</b></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ CJPIA Customer Service Session</li> <li>○ Chamber of Commerce <i>Peak Performance Program</i></li> <li>○ Other...</li> </ul> </li> </ul>	<b>4</b>

**D. RECRUIT, RETAIN AND RECOGNIZE THE BEST**

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

No.	Task	PRIORITY
<b>1</b>	<p><b>Build Team Capacity</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Recruit and train community volunteers</li> <li>• Develop quality programming that allows for larger group sizes</li> <li>• Facilitate completion of Class B licenses for full-time and seasonal staff</li> </ul>	<b>1</b>
<b>2</b>	<p><b>Recruitment Plan</b></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ Regional school districts</li> <li>○ College activation</li> <li>○ Industry conferences/publications (CPRS/NRPA)</li> <li>○ Mammoth Resorts</li> <li>○ Inyo/Mono Counties</li> </ul> </li> <li>• Hiring Process: Develop a plan for the recruitment of staff for facility operations, camps and programs. Includes: identification of employee needs (staff roster), ad placement and schedule, interviews, offer letters and on-boarding.</li> </ul>	<b>2</b>
<b>3</b>	<p><b>Recognition Plan</b></p> <ul style="list-style-type: none"> <li>• Implement a department-wide recognition plan for all employees</li> </ul>	<b>3</b>

	<ul style="list-style-type: none"> <li>○ Spontaneous – recognize excellence as it happens</li> <li>○ Planned – schedule recognition events             <ul style="list-style-type: none"> <li>▪ Weekly/Monthly awards</li> <li>▪ Scheduled recognition events</li> </ul> </li> </ul>	
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**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	<b>Trend Implementation</b> <ul style="list-style-type: none"> <li>• Integrate relevant and sustainable industry trends into parks and recreation programs and facility operations and best practices.</li> </ul>	1

**Evaluation Methodology:**

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