

Mammoth Lakes Recreation Commission Staff Report

Commission Meeting Date: April 1, 2025

Date Prepared: March 24, 2025

Prepared by: Stuart Brown, Parks and Recreation Director
Katrina Kelly, Recreation Manager
Warren Boling, Maintenance Superintendent
Doug Gebhart, Recreation Supervisor
Andrew McEachron, Recreation Supervisor
Sydney Schulz, Recreation Supervisor

Title: 2025 Parks and Recreation Department Strategic Priorities and Key Objectives Statement

Agenda: Discussion Item

Staff Recommendations:

Receive a presentation from staff and approve the 2025 Parks and Recreation Department Strategic Priorities and Key Objectives Statement.

Background Information:

The 2025 Parks & Recreation Department (PRD) Strategic Workplan was developed to strategically guide the Parks and Recreation Commission and Department in fulfilling the shared community vision and stated mission of the Parks and Recreation Department. The strategies for 2025 were aligned with the following Town Council adopted documents.

- A. Town Council Strategic Priorities and Key Objectives Statement – Updated March 5, 2025
- B. 2012 Parks and Recreation Master Plan

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 operations.

- 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 purpose of strategic planning is to provide clear direction by establishing high-level goals and measurable objectives for the department to achieve in a calendar year. A strategic plan provides a 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 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.

The 2024 Strategic Workplan provided a blueprint for success by clearly identifying the strategy, goals, supporting tactics and in many cases, measurements for success. Staff’s goal is to continually refine the workplan by transitioning work items from the strategic workplan to our seasonal workplans when they become part of our daily operations.

Primary Areas of Focus

The “Core Program Areas” introduced in 2022 continue to provide intentional focus for the department in developing and delivering scalable and sustainable recreation programs aligned with the resource capacity and capabilities of the Department. They are as follows:

- 1) Youth/Teen Camps and Programs
- 2) Community Recreation Center (CRC) Programs/Events
- 3) Adult Activities
- 4) Community Events/Activities
- 5) Facility Operations/Maintenance

Similar to program areas of focus are the core deliverables for the Department. These are work items that were prioritized for implementation, consume the majority of resources, and ultimately, helped define success for the Department.

Core Deliverables:

- A. Programming of the year-round Community Recreation Center (CRC)
- B. Delivery of Core Program Areas
- C. Building Team Capacity

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D. NEW – Planning for the future!

2025 Strategic Workplan Review

The current strategies and associated goals have been critical in providing clear direction for the delivery of the department’s vision and mission. The plan has also been beneficial in guiding the Commission’s interaction and engagement with Mammoth Lakes Recreation, the community, and Town Council as it pertains to the powers and duties of the Parks and Recreation Commission ([Chapter 2.36](#) of the Town’s Municipal Code).

On December 3, 2024, staff highlighted the achievements and outcomes of the 2024 Strategic Priorities and Key Objectives. Since that time, staff further refined the number of strategic priorities to a total of three. In addition, staff incorporated the most recent version of the 2025 Town Council Key Objectives adopted on March 5, 2025. Relevant objectives to the Parks and Recreation Department are the following:

- Community Recreation: Enhance access, availability and affordability of Parks and Recreation amenities, programs and services.
- Town-wide Vision, Plans and Services: Conduct a comprehensive review and prioritization of all Town plans and implementation efforts.
- Community Engagement: Increase community engagement and outreach efforts, including a focus on Spanish-language offerings and Latino community engagement.
- Environmental Sustainability: Reduce our impact on the natural environment.
- Capital Projects: Continue to evaluate and implement the Town’s Capital Improvement Program (CIP).

Core Strategies

The three core strategies for 2025 have been refined and are as follows:

- A. Invest in the Town’s Recreation Infrastructure**
- B. Deliver High-Quality, Affordable and Sustainable Recreation Programming**
- C. Build Capacity to Enhance and Expand Programming**

The objectives were also enhanced and were aligned with the SMART Acronym.



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The following are the strategic priorities and key objectives for the coming year.

Invest in the Town's Recreation Infrastructure

- **Capital Projects:** Provide multi-purpose, year-round, indoor and outdoor recreation amenities in Mammoth Lakes accessible to all residents and visitors. Capital Improvement Projects (CIP) include:
 - Mammoth Creek Park West Rehabilitation
 - Community Bike Park/Pump Track Development
 - Mammoth Arts and Cultural Center (MACC) Programming Development

- **Planned Maintenance:** Conduct planned maintenance activities to enhance prioritized parks, fields, facilities and trails.

Deliver High-Quality, Affordable and Sustainable Recreation Programming

- **Smart Growth:** Expand access, availability and affordability of parks and recreation programs & services.
 - Affordability - Increase Tony Colasardo Scholarship opportunities for all youth and provide payment plan options for adults.
 - Access - Expand discounted in-person, limited sale Membership and Play Pass products and maximize access to summer camps and programs.
 - Availability - Further expand the availability of products and services for families.
 - Communication Plan - Effectively disseminate bilingual Department-wide information to encourage participation in the Core Program Areas: (1) Department website/DaySmart, (2) Recreation This Week, (3) social media, (4) Brochures, flyers, and print ads.
 - Data collection - Use surveys, etc. to inform park experience and program evaluation.

- **Core Program Areas:** Expand and deliver sustainable Core Program Areas aligned with the demand and resource capacity of the Department:
 - Youth/Teen Camps and Programs
 - Community Recreation Center (CRC) Programs/Events
 - Adult Activities
 - Community Events/Activities
 - Facility Operations/Maintenance

- **Master Plan:** Develop a new Parks and Recreation Master Plan that includes 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 “roadmap” for the Town over the next 10 years or longer.

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Build Capacity to Enhance and Expand Programming

- **Partnerships:** (1) expand partnerships with local organizations, (2) collaborate with local non-profit youth sporting groups (YSF), (3) hire/contract specialized skilled instructors, and/or (4) contract with recreation entities to provide enhanced services.
- **Employee Development:** Build programming capacity by (1) Developing our workforce, and (2) Professional Development.
- **Recruitment and Retention:** Strategically recruit, retain and recognize our employees.

Attachments:

- A. 2025 Town Council Key Objectives (adopted March 5, 2025)
- B. 2025 Parks and Recreation Department Strategic Priorities and Key Objectives Statement.