



Mammoth Lakes™
CALIFORNIA

2020

STRATEGIC WORKPLAN

***Parks & Recreation
Department***

All Recreation ★ All The Time!

Mammoth Lakes, California

2020 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 to and 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 2020 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

1. Work Program of the Recreation Commission

A. ENHANCED RECREATION AMENITIES

GOAL: Provide strong, informed and effective advocacy and input 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 design and operational capabilities of the facility. • Work with staff on the development of a 12-month operations and management plan aligned with the Playbooks, facility structure, floor plan and financial resources. • 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</p> <ul style="list-style-type: none"> • Prioritize the Council funded Phase Three Deferred Maintenance Program <ul style="list-style-type: none"> ○ Multi-use Paths (\$86,000) ○ Parks, Pools and Facilities (\$194,000) 	2
3	<p>Dog Park Concept</p> <ul style="list-style-type: none"> • Participate in a community task force or working group to evaluate community needs, and understand the issues and problems associated with irresponsible dog ownership and develop a plan to address these concerns. • Coordinate with staff on the feasibility, opportunities, costs and a proposed timeline for the construction of a dog park in and around the community of Mammoth Lakes. • Engage with community organizations, local businesses and jurisdictional partners to foster community pride in maintaining safe parks and trails. 	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	Bike Park Concept <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. 	5
----------	---	----------

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 and youth sports programs, other governments and the private sector.

No.	Task	PRIORITY
1	Advocacy <ul style="list-style-type: none"> Continue to demonstrate strong leadership and effective advocacy within the community to advance community programs and amenities. 	1
2	Community Engagement <ul style="list-style-type: none"> Continue to 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. ENHANCED 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"> Continue to create a positive and productive working relationship with MLR by participating in regular meetings, scheduling joint workshops (min. one/year) and as necessary, Ad-Hoc committee meetings. 	1
2	Programming	2

	<ul style="list-style-type: none"> Lead programming efforts of prioritized projects that are congruent with the mission and aligned with 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 process or committee 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 and the California Association of Park and Recreation Commissioners and Board Members 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 session (CAPRCBM) Participate in Town-wide required training programs and sessions 	2
3	<p>Industry recognition</p> <ul style="list-style-type: none"> Seek industry recognition for staff, commissioners, facilities, amenities 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. 	1

	<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. 	
--	--	--

STRATEGY TWO:

Maintain and Enhance the Town's Recreation Infrastructure

2. Maintain and Enhance the Town’s Recreation Infrastructure

A. ENHANCED RECREATION AMENITIES

GOAL: Support efforts to plan, construct, program, and operate the Community Recreation Center (Multi-use Facility) as directed by Town Council.

No.	Task	PRIORITY
1	Facility Programming <ul style="list-style-type: none"> • Continue to evaluate and refine the community developed Playbooks congruent with the design and operational capabilities of the facility. 	1
2	Operations and Management Plan <ul style="list-style-type: none"> • Develop a 12-month operations and management plan for the first year of operations (2021/22) aligned with the Playbooks, facility structure, floor plan and financial resources. • Investigate partnering with professional operators for programming input and technical expertise. 	2
3	Facility Launch <ul style="list-style-type: none"> • Coordinate with the Recreation Commission on the launch of the Community Recreation Center to the public. <ul style="list-style-type: none"> ○ Groundbreaking ceremony ○ Community gatherings and fundraising events ○ Increased communication: website, FAQ’s, social media, print, etc. 	3
4	Fundraising <ul style="list-style-type: none"> • Support MLR in the development of fundraising plans <ul style="list-style-type: none"> ○ Define roles and responsibilities ○ Identify equipment needs for winter/summer operations ○ Assist in identification/solicitation of potential donors or facility partners 	4

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

No.	Task	PRIORITY
1	Disc Golf Course <ul style="list-style-type: none"> • Complete phase 2 of the Shady Rest DiscGolfPark • Coordinate with MLR on the implementation of the Adopt a Hole donor program to ensure the long-term sustainability of the amenity. 	1
2	Dog Park Concept <ul style="list-style-type: none"> • Create a community task force or working group to evaluate community needs, and understand the issues and problems associated with 	2

	<p>irresponsible dog ownership and develop a plan to address these concerns.</p> <ul style="list-style-type: none"> Determine and evaluate the feasibility, opportunities, costs and a proposed timeline for the construction of a dog park in and around the community of Mammoth Lakes. Work with community organizations, local businesses and jurisdictional partners to foster community pride in maintaining safe parks and trails. 	
3	<p>Whitmore Recreation Area Planning</p> <ul style="list-style-type: none"> Work 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. 	3
4	<p>Bike Park Concept</p> <ul style="list-style-type: none"> Draft outline of concept and required tasks to formalize a plan for a beginner/intermediate ability level bike park. 	4

B. ENHANCED RECREATION INFRASTRUCTURE

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

No.	Task	PRIORITY
1	<p>Deferred Maintenance</p> <ul style="list-style-type: none"> Implement Council funded Phase Three Deferred Maintenance Program <ul style="list-style-type: none"> Multi-use Paths (\$86,000) Parks, Pools and Facilities (\$194,000) 	1
2	<p>Signage and Wayfinding</p> <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). 	2
3	<p>Asset Management</p> <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. 	3
4	<p>Parks and Recreation Amenities Enhancement Program</p> <ul style="list-style-type: none"> Partner with MLR to provide opportunities for donors to enhance our parks and facilities for the enjoyment of all. Includes water fountains, benches, trees, etc. 	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 Workplans <ul style="list-style-type: none"> • Create and implement detailed winter/fall work plans • Create and implement detailed spring/summer work plans 	1
2	Maintenance Management <ul style="list-style-type: none"> • Develop and implement a systematic approach to determine the resources needed to effectively and efficiently maintain a public facility. Includes defining and forecasting life cycles of existing facilities and the creation of an asset management plan. 	2
3	Maintenance Best Practices <ul style="list-style-type: none"> • Integrate parks maintenance industry best practices into daily operations • Engage with industry vendors for educational/training opportunities • Coordinate with Bishop Parks Maintenance Department on best practices, preferred vendors and other staff/work opportunities 	3
4	Park Measurement <ul style="list-style-type: none"> • Investigate and implement a cost-effective method to measure park use to better understand our park users and activities to assist in programming, parks maintenance or future capital investment. 	4
5	Water Conservation <ul style="list-style-type: none"> • Utilize the web-based Rainbird system to continue to refine and enhance water efficiency and conservation in our parks and fields. 	5

STRATEGY THREE:

Deliver High-Quality, Innovative, and Affordable Community-Centric Recreation Programming

3. Deliver High-Quality, Innovative, and Affordable Community-Centric Recreation Programming

A. COMMUNITY-CENTRIC PROGRAMMING (INTERNAL)

GOAL: Provide local residents with high-quality, innovative and affordable programming that can lead to an improved quality of life by ‘enriching’ summer camps and programs.

1) Summer Camps

No.	Task	PRIORITY
1	MiNiS: 4-5 yr. olds	1
2	Children: 6-9 yr. olds	2
3	Youth: 10-14 yr. olds	3
4	Teen: 15-17 yr. olds	5
5	Adults: 18+ yr. olds	4

2) Recreation Programs

No.	Task	PRIORITY
1	Pre-elementary age children	4
2	T/Kindergarten – 1 st grade students	2
3	2 nd grade – 5 th grade students	1
4	Middle School students	6
5	High School students	7
6	Adults: 18-64 yr. olds	3
7	Active Adults: 65+ yr. olds	5

B. ENHANCED COMMUNITY PROGRAMMING (EXTERNAL)

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

No.	Task	PRIORITY
1	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. Schedule two meetings of the Recreation Commission and youth sporting organizations with the goal of supporting and/or enhancing community programs, events or tournaments. 	1

2	<p>Additional/Enhanced Recreation Programs</p> <ul style="list-style-type: none"> • Develop and deliver additional programs provided by individuals, professional recreation providers or jurisdictional partners (County, Hospital, MUSD/MCOE, etc.). • Schedule regular communication/meetings with providers to discuss, plan and schedule community programs. 	2
----------	--	----------

C. PROGRAM DELIVERY

GOAL: Create scalable and sustainable signature summer camps, programs and community events that align with the needs of the participants and the resource capacity of the Department.

No.	Task	PRIORITY
1	<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 economically environmentally, and socially sustainable. 	1
2	<p>Summer Camp/Program Registration</p> <ul style="list-style-type: none"> • Continue to host the rebranded and expanded <i>Summer Recreation Expo</i> – scheduled on March 31 • Open 2020 summer camp registration for all participants on April 6 • Schedule and advertise seasonal registration periods for camps and programs 	2
3	<p>Operate the Mammoth RecZone as the hub (base camp) for summer camps</p> <ul style="list-style-type: none"> • Central location for youth drop-off and collection for all summer camps. • Provide supervised and pre-registered early drop off and late collection for 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. 	3
4	<p>Signature Community Events</p> <ul style="list-style-type: none"> • Easter Play Day and Egg Hunt – April 10 • Parks and Recreation Month – July • Fourth of July Fireworks Spectacular • Haunted Rink and Skate Party – October 23 • Skate with Santa – December 17 	4

STRATEGY FOUR:

Strengthen Organizational Systems, Structures and Operations

4. Strengthen Organizational Systems, Structures and Operations

A. OPERATIONAL EXCELLENCE²

GOAL: Develop and implement a uniform and 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	Top 3 Core Standards of Excellence <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	In-Service Training Program <ul style="list-style-type: none"> • Provide regular and comprehensive in-service training for parks maintenance, facility and program staff. Includes summer camp counselors, lifeguards/swim instructors, ice rink staff, recreation programming employees (sports officials/coordinator) and seasonal parks maintenance staff. 	1
2	Recreation Program Evaluation <ul style="list-style-type: none"> • Measure and evaluate each recreation camp/program as it pertains to their efficiency, effectiveness, and success. 	2

² 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"> ○ What can we keep, stop or start doing? ○ Minimum 200 completed customer satisfaction surveys ○ Explore EngagementHQ opportunities 	
3	<p>Park/Facility Evaluation</p> <ul style="list-style-type: none"> ● Measure and evaluate each park and facility as it pertains to their efficiency, effectiveness, and success. <ul style="list-style-type: none"> ○ What can we keep, stop or start doing? ○ Investigate and implement a measurement tool for park and facility use/satisfaction (e.g. SPARC – Systematic Observation of Play and Recreation in Communities.) ○ Minimum 50 Facility Rental Satisfaction surveys ○ Explore EngagementHQ opportunities 	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 Programs and Facilities 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 ○ Counsellor 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 <ul style="list-style-type: none"> ▪ Rename the scholarship program, the “Tony Colasardo Scholarship Fund” in memory and recognition of Tony Colasardo. ▪ Actively promote the scholarship program throughout the community and integrate into seasonal pre-registration information. 	2

	<ul style="list-style-type: none"> ▪ Solicit community donations to the program. <ul style="list-style-type: none"> ○ Playground, program and facilities ▪ Conduct audit of existing playgrounds, parks, fields and facilities to determine levels of access and inclusiveness. 	
3	Facility Environments <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. 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 and facilities.

No.	Task	PRIORITY
1	Recreation This Week <ul style="list-style-type: none"> • Expand the reach of the weekly e-newsletter: “Recreation This Week” by 10% (Current subscribers: 638 -> Goal 701) • Redesign the look and enhance the functionality of the e-newsletter (graphic template) with the goal of increasing community awareness of parks and recreation programs. 	1
2	Communication Plan <ul style="list-style-type: none"> • Refine, implement, expand and measure the use of the annual Communication Plan through the Customer Satisfaction Survey. • Strategically utilize communication channels (social media, print, radio, etc.) to expand the awareness of departmental programs. 	2
3	Graphic Design Services <ul style="list-style-type: none"> • Utilize professional graphic design services for the renewal of existing promotional material and development of new material to elevate an integrated and branded look and feel across all mediums. 	3
4	Social Media <ul style="list-style-type: none"> • Develop, implement, expand and measure the effectiveness of a social media (Facebook/Twitter) campaign for the following sites: <ul style="list-style-type: none"> ○ Mammoth Ice Rink: Current followers 260 -> Goal 286 ○ Whitmore Pool: Current followers 523 -> Goal 575 ○ Mammothparksnrec: Current followers 2,447 -> Goal 2,691 	4
5	Hispanic Outreach <ul style="list-style-type: none"> • Participate in select Hispanic community events to solicit input and seek feedback of outreach efforts and programming needs. 	5
6	Website Protocols	6

	<ul style="list-style-type: none"> Implement website content protocols for the Parks and Recreation Department. Includes use of text, images, sounds, videos, and animations. 	
7	<p>Community Engagement</p> <ul style="list-style-type: none"> Utilize the web-based EngagementHQ platform to make more informed decisions about specific, community-wide projects. 	7

STRATEGY FIVE:

Advance Team Capacity and Organizational Culture

5. Advance Team Capacity and Strengthen Organizational Culture

A. STRENGTHEN ORGANIZATIONAL CULTURE

GOAL: Integrate and evaluate 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 our 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 individuals 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 annual Active Network Conference ● Department representation at California Aquatic Management School ● Department representation at CPRS Parks Maintenance School, Academy or daily 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
5	<p>Resource Library</p> <ul style="list-style-type: none"> ● Enhance our collective knowledge and advance our one team culture (sum of all parts) by sharing a minimum of 12 relevant industry articles or publications in the online Resource Library. 	5

D. RECRUIT, RETAIN AND RECOGNIZE THE BEST

GOAL: Strategically recruit, retain and recognize our employees.

No.	Task	PRIORITY
1	<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"> ○ College activation ○ Industry 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 needs (staff roster), ad placement and schedule, interviews, offer letters and on-boarding. 	1
2	<p>Recognition Plan</p> <ul style="list-style-type: none"> ● Implement a department-wide recognition plan for all employees 	2

	<ul style="list-style-type: none"> ○ Spontaneous – recognize excellence as it happens ○ Planned – schedule recognition events <ul style="list-style-type: none"> ▪ Weekly awards ▪ Scheduled events <ul style="list-style-type: none"> ● Parks and Recreation Department Holiday Party: Mammoth Tavern - January 29 ● All staff BBQ: Whitmore Pool - June 11 ● All staff BBQ: Shady Rest Park - September TBD 	
--	--	--

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