



Mammoth Lakes Trails and Public Access Foundation

MLTPA Five -Year Strategic Plan

Updated and adopted:
August 15, 2022



PO Box 100 PMB# 432
Mammoth Lakes, CA 93546
760 934 3154
mltpa.org

Key to the Strategic Plan

The **vision** describes what MLTPA will be and the **mission** is what MLTPA does. The **strategies** are how MLTPA will accomplish its mission as guided by its **goals** and MLTPA's **operating philosophy** in order to fulfill its **promise**. **Projects** undertaken to implement individual strategies will be identified, developed, and prioritized in an **Annual Operating Plan** before the start of each fiscal year for review and approval by the Board of Directors. Project **deliverables** will be monitored at regular monthly **MLTPA Board Meetings** to ensure that projects and their deliverables are accomplished within scope, on time, and on budget.

MLTPA Strategic Plan

Updated August 15, 2022

The Mammoth Lakes Trails and Public Access Foundation board and staff are proud of 16 years of service and success and are equally excited with new opportunities to facilitate sustainable recreation systems in Mammoth Lakes, the Eastern Sierra, and beyond.

Vision

The Mammoth Lakes Trails and Public Access Foundation (MLTPA) will be an effective independent leader that connects all people with nature and natural landscapes by creating sustainable trail and recreation systems and ensuring the public's access.

Mission

The Mammoth Lakes Trails and Public Access Foundation (MLTPA) creates sustainable trail and recreation systems that support prosperous economies and healthy communities in Mammoth Lakes, the Eastern Sierra, and beyond.

Strategies

1. **Lead** - MLTPA will plan, convene, lead and support collaborative planning efforts and programs that advance sustainable recreation in Mammoth Lakes, the Eastern Sierra, and beyond.
2. **Implement** - MLTPA will deliver tangible results in the form of improved trail and sustainable recreation systems in Mammoth Lakes, the Eastern Sierra, and beyond.
3. **Sustain** - MLTPA will be self-sustaining, ensuring that MLTPA accomplishes its mission in the near term and into the future.

Operating Philosophy

MLTPA achieves its mission by envisioning desired outcomes, building effective alliances, recruiting and maintaining resources and capacity, and by applying its expertise and institutional knowledge.

The Foundation Will Be:

- A leader
- Visionary and proactive
- Representative of diverse views
- Independent
- In pursuit of effective collaboration/partnerships
- Stewards of sustainable trail and recreation opportunities
- An environmentally, fiscally and socially responsible organization

Will Operate With:

- Integrity
- Excellence
- Efficiency
- Creativity
- Commitment, persistence, and focus
- Technical expertise

Will Interact with Others in a Spirit Of:

- Cooperation
- Collaboration
- Inclusiveness
- Inspiration

MLTPA's PROMISE

“Connecting people with nature...”

Summary

In recent years the Foundation has evolved into an effective recreation advocate and consultancy with a broad complement of skills and experience thanks to its staff and board. MLTPA functions as “general contractor” for planning and delivering sustainable recreation systems, providing services directly while recruiting and managing other services and capacities as needed. Through its people, MLTPA helps drive the vision of sustainable recreation, with influence at the local, regional, and state levels.

Board and staff agree that the organization is operating at capacity, and that the continued success of current programs and the addition of any new programs will require an investment in staff, systems, and resources. Therefore, MLTPA is prioritizing critical pieces of organizational development in this five-year strategic plan.

MLTPA enjoys sound financial standing, yet relies upon substantial donations of time and funds from board members. An ambitious but achievable goal is for MLTPA to become a self-sustaining organization within this strategic planning period, able to fund staff, programs, administrative and overhead costs through a range of revenue sources.

Projects for which board and staff share excitement include foundational programs facilitating local trails systems in both Mammoth Lakes and Mono County as well as regional and statewide planning efforts to connect people to nature, landscapes, histories, and communities.

MLTPA is going to make cool things happen in 2022-2027.

Strategies and their Goals

Strategy #1: Lead

MLTPA will plan, convene, lead and support collaborative planning efforts and programs that advance sustainable recreation in Mammoth Lakes, the Eastern Sierra, and beyond.

Goal for the Next Five Years

1. MLTPA will develop an annual review process ensuring that the Foundation makes sustainable commitments to collaborative efforts that yield the most return in influence, effect, or revenue opportunities for the time invested.

Strategy #2: Implement

MLTPA will deliver tangible results in the form of improved trail and sustainable recreation systems in Mammoth Lakes, the Eastern Sierra, and beyond.

Goals for the Next Five Years

1. The bulk of MLTPA general staff time will be spent on work to improve trail and recreation opportunities in Mammoth Lakes, the Eastern Sierra, and beyond, including collaborative efforts pursued through Strategy #1.
2. MLTPA will produce yearly status reports that provide a summary of project achievements to communicate internally with MLTPA board, staff, and donors, and externally with the wider public and organizations with whom MLTPA collaborates.

Strategy #3: Sustain

MLTPA will be self-sustaining, ensuring that MLTPA accomplishes its mission in the near term and into the future.

Goals for the Next Five Years

1. MLTPA will secure reliable funding such that a full-time CEO can be hired at a rate commensurate with the outdoor recreation nonprofit sector and to include cost of living in Mammoth Lakes without compromising funding for ongoing MLTPA operations.
2. The MLTPA Board will recruit new board members for a total membership of nine to be more diverse in background and thought and to better project the influence of MLTPA beyond the immediate Mammoth Lakes region.
3. MLTPA will compensate its staff at hourly rates such that they can reside comfortably in Mammoth Lakes or the surrounding region. Wages should include annual increases based upon the Consumer Price Index and performance-based raises to be determined through MLTPA's staff evaluation process.
4. MLTPA's accounts receivable, less any statutory financial obligations, will equal or exceed operating costs (e.g., staff compensation, overhead).
5. MLTPA will document and leverage its expertise in sustainable recreation to monetize consulting opportunities or tangible products to improve sustainable recreation wherever opportunities can be identified.