



MLTPA Five-Year Strategic Plan

Updated
May 16, 2016

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From 2009 to 2015, MLTPA effectively changed the conversation about trails in the Town of Mammoth Lakes, elevating the priority, importance, and value of a complete, four-season trail system. Trails are now a major “community strategy.”

VISION

MLTPA will be an effective, independent leader that connects the community with its majestic natural setting, helping to sustain an exceptional quality of life and a prosperous local economy.

MISSION

Ensure trails remain a community priority and focus on the implementation of the four-season Town of Mammoth Lakes Trails System Master Plan through planning, management and communication, Master Plan execution, advocacy, community stewardship, and a stable organization.

STRATEGIES

1. Facilitate and Support the Execution of the Trails System Master Plan
2. Foster Collaboration, Partnerships and Public Engagement to Support Implementation of the Trails System
3. Advocate for the Success of the Trails System
4. Ensure Organizational Stability

MLTPA’S PROMISE

“Connecting people with nature...”

*The **vision** describes what MLTPA will be and the **mission** is what MLTPA does. The **strategies** are how MLTPA will accomplish its mission. Each strategy has a subset of **goals** and **programs**. The goals define how MLTPA implements its strategies, and the programs are the specific areas on which MLTPA will focus to accomplish each goal. **Projects** undertaken to further specific programs in a given year will be identified and prioritized in an **Annual Operating Plan** before the start of each fiscal year. As each project is initiated, an **action plan** will be developed to ensure the **deliverables** are accomplished within scope, on time, and on budget.*

Our Operating Philosophy

The MLTPA Foundation incorporates the following philosophies to succeed in our mission.

The Foundation will:

Be

- A leader
- Visionary and proactive
- Representative of diverse views
- Independent
- Stewards of trails and their recreation opportunities
- An environmentally, fiscally, and socially responsible organization

Operate with

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

Interact with others in a spirit of

- Cooperation
- Collaboration
- Inclusiveness
- Inspiration

STRATEGY 1: Facilitate the Execution of the Trails System Master Plan

Intent: The USFS and Town are the jurisdictional authorities with control over operations and execution; MLTPA brings nimbleness, capacity, and technical expertise to fill gaps in support of these agencies.

Goals:

- A. Provide services to assist with the smart and effective execution and implementation of the Trails System Plan.
- B. Provide accountability.
- C. Participate in planning and public policy formation.

A. Provide services to assist with the smart and effective execution and implementation of a Trails System Plan.

Programs:

- 1. Provide needed services, either through MLTPA or outside sources, to ensure nimbleness, capacity, and technical expertise to fill execution and implementation gaps for the Trails Coordinator and the Trails System as identified through a contractual services agreement with the Town of Mammoth Lakes.
- 2. Expand and refine the MLTPA Data Library and manage use of the library by other agencies, organizations, user groups, and private entities.
- 3. Develop and sustain project-specific fundraising efforts.

B. Provide accountability.

Programs:

- 1. Provide oversight of funds and projects.
- 2. Focus on the prioritization of projects to ensure limited resources are spent on the highest priorities.
- 3. Provide an impartial review of implementation from the "big picture" to specific details to ensure system integrity.

C. Participate in planning and public-policy formation.

Programs:

- 1. Support the jurisdictional and operational authority of the Town and USFS, and the Town's ownership of the system.
- 2. Participate in revisions to the Trails System Master Plan, signage and wayfinding plan, General Plan policies, and other related documents.
- 3. Support data-based decision making (see 1.A.2.).
- 4. Ensure private sector projects support, enhance or are compatible with the Trails System.

STRATEGY 2: Foster Collaboration, Partnerships and Public Engagement to Support Implementation of the Trails System.

Intent: Engage interested parties to establish common ground, leverage resources, and work together, ultimately building a whole that is greater than the sum of its parts.

Goals:

- A. Engage, build, and foster productive and healthy relationships and partnerships.
- B. Provide communications in support of implementation.
- C. Build user group and volunteer capacity and programs.

A. Engage, build, and foster productive and healthy relationships and partnerships.

Programs:

- 1. Attend meetings and engage in related planning/work efforts by other agencies and entities.
- 2. Collaborate on projects and activities.
- 3. Develop MOUs/formal agreements and partnerships with clear roles and understandings.
- 4. Ensure opportunities for input and engagement by the public and private sector
- 5. Coordinate and Leverage resources across partnerships and collaborations

B. Provide communications in support of implementation.

Programs:

- 1. Facilitate communications for all trails activities across jurisdictions.
- 2. Reach out to local media, established organizations, and the general public.
- 3. Develop informational materials and disseminate as needed and appropriate.

C. Build user group and volunteer capacity and programs.

Programs:

- 1. Continue to support an Annual Trails Summit.
- 2. Continue supporting Mammoth Trails.
- 3. Continue engaging established recreation clubs and organizations within the community, and supporting the development of new user organizations.
- 4. Develop, expand and sustain volunteer programs supporting trails implementation and stewardship

STRATEGY 3: Advocate for the Success of the Trails System.

Intent: Maintain trails as a community priority and provide political security by modeling positive and supportive communications and actions and continue influencing the mindset, paradigm, and attitudes of the community towards trails.

Goals:

- A. Provide communications to foster support for the Trails System.
- B. Enhance the public's perceived value of and sense of connection to the Trails System.
- C. Engage in targeted political advocacy to support Trails System Master Plan implementation.

A. Provide communications to foster support for the Trails System.

Programs:

- 1. "Tell the story" of all partners and collaborators and the system through effective messaging and media campaigns.
- 2. Host celebratory events to commemorate success.
- 3. Participate in collaborative marketing.

B. Enhance the public's perceived value of and sense of connection to the Trails System.

Programs:

- 1. Sponsor outdoor activities and events, including special programming (e.g., National Trails Day, Earth Day, etc.), and support interpretive programming
- 2. Develop and maintain website and e-newsletter.

C. Engage in targeted political advocacy to support Trails System Master Plan implementation.

Programs:

- 1. Advocate/lobby for trails and public access at the local, state, and federal levels.
- 2. Advocate for trails at the regional scale.

STRATEGY 4: Ensure Organizational Stability

Intent: Develop and sustain the organizational resources and capacity necessary to achieve MLTPA's mission.

Goals:

- A. Ensure an efficient, effective, and sustainable organizational structure.
- B. Ensure financial viability, and develop a balanced, robust, and creative funding mix.
- C. Seek, develop and maintain strong organizational leadership.
- D. Ensure organizational effectiveness and relevance.

A. Ensure an efficient, effective, and sustainable organizational structure.

Programs:

- 1. Review job descriptions regularly and fill staff positions as required and budgeted.
- 2. If needed, develop an internship program to supplement regular staff.
- 3. Evaluate and satisfy infrastructure requirements, including the expansion and refining of technological capacity and tools.
- 4. Review and update the Strategic Plan every five years or as determined by the Board of Directors.
- 5. Review and update operational methodologies such as accounting practices, meeting minutes, human resources manual, etc. as needed.
- 6. Maintain intellectual property policy and reserve appropriate intellectual property rights for the Foundation's use.

B. Ensure financial viability, and develop a balanced, robust, and creative funding mix.

Programs:

- 1. Annually approve a balanced fiscal-year budget.
- 2. Negotiate and manage MOU's, contracts, and other partnerships to ensure financial sustainability of MLTPA
- 3. Develop creative fundraising tools and an action plan to procure targeted funding, including major donors, private sector, second homeowners, members and Founders.
- 4. Develop an endowment fund.

C. Seek, develop and maintain strong organizational leadership.

Programs:

- 1. Review role of Board of Directors, evaluate existing members, and invite new members as needed.
- 2. Select new Board members to achieve balance of wisdom, wealth, and work as defined by the existing Board of Directors.

D. Ensure organizational effectiveness and relevance.

Programs:

- 1. Review and update the Annual Operating Plan (AOP) on a yearly basis or as determined by the Board of Directors.
- 2. Develop an MLTPA Awareness Campaign.
- 3. Initiate and realize cooperative agreements.
- 4. Establish and maintain strategic alignments.

MLTPA Foundation Board of Directors 2016

President	John Wentworth
Vice President	Jay Deinken
Treasurer	Bill Taylor
Members	Will Aldrich
	John Urdi
	Agnes Vianzon

Revision 3 to the MLTPA Strategic Plan approved by the MLTPA Foundation Board of Directors on May 16, 2016
Revision 2 to the MLTPA Strategic Plan approved by the MLTPA Foundation Board of Directors on June 20, 2011
Revision 1 to the MLTPA Strategic Plan approved by the MLTPA Foundation Board of Directors on August 17, 2009
MLTPA Strategic Plan approved by the MLTPA Foundation Board of Directors on December 11, 2007