



Mammoth Lakes Trails and Public Access Foundation
Five Year Strategic Plan
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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 outlined by its **goals**. MLTPA's **values** and **operating philosophy** guide the organization's everyday activities and overall intentions.

Internal and external projects undertaken to implement individual strategies will be identified, developed, and prioritized in an **Annual Work Plan** before the start of each fiscal year for review and approval by the Board of Directors. Projects should have their own **Project Work Plans**, complete with how they connect to strategies and goals of the organization. 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

The Mammoth Lakes Trails and Public Access Foundation board and staff are proud of 20 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

We envision a future where communities in the Sierra are connected to one another and to public lands through a world-class outdoor recreation system that is open to all and stewarded by those it benefits.

Mission

The Mammoth Lakes Trails and Public Access Foundation (MLTPA) connects Sierra communities to public lands through trail systems and related sustainable outdoor recreation initiatives.

Values

The beliefs that govern how MLTPA behaves and makes decisions. Our values hold equal weight, and are not intended to be prioritized.

Access is stewardship. We know that for people to value the Sierra Nevada, they must experience it. We also respect the living landscape. We promote access and stewardship, recognizing that they aren't necessarily in tension. They're the same thing when done right.

Public good comes first. We work on behalf of the public, ensuring that the public's interests, including their natural resources, are protected. We collaborate with donors, partners, and private interests, but the public's interests always come first.

We build to last. We maintain a sustainable, vibrant organization. We avoid short-term distractions; our decisions are guided by long-term perspectives.

Community before coalition. We start with our local relationships before we show up as an advocate or a partner. Because our work has a direct impact on our local, rural communities, we consider them before we take action.

We are pioneering. We are pioneering respectful public access in the Sierra. We commit to getting after it, knowing that opportunities can pass and challenges can fester. We won't stand idly by; we are in the mix.

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 Communities to 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 has helped drive the vision of sustainable recreation, with influence at the local, regional, and state levels. That breadth built real credibility; the work ahead is to focus it.

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, including a leadership transition, a new public-facing brand, and the identification of a “signature project.”

The project for which board and staff share the greatest excitement is Towns to Trails, an anchor project that embodies MLTPA's mission of connecting Sierra communities to their public lands. Alongside it, MLTPA will maintain a portfolio of stewardship and access work, with the mission serving as the test for what the organization takes on.

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.

MLTPA is going to make cool things happen through 2027 and beyond.

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.

GOALS	METRICS
1. By the end of 2026, MLTPA completes a review of all active collaborative commitments and documents which are retained, wound down, or transitioned to partner organizations.	Metric: 100% of active collaborations reviewed and categorized; wind-down timelines established for those that do not support the refined mission.
2. By the end of 2026, share the updated brand, vision and mission with key partners and stakeholders, collecting feedback and input along the way.	Metric: Discuss approach with 100% of MLTPA staff, and the stakeholders interviewed during Strategic Plan 2022-2027 update project.
3. By April 2027, MLTPA will publicly announce (1) the new brand, (2) the updated vision and mission, and (3) that it is taking the lead on the Towns to Trails initiative, outlining a roadmap for partners, funders, and users to respond to.	Metric: A press release and supporting social content making the announcement.

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	METRICS
1. By the end of 2026, have a definition, brand, and marketing plan for a new brand to be used externally in 2027.	Metric: Complete brand guide and marketing plan for updated brand.
2. By April 2027, MLTPA documents a clear project work plan for Towns to Trails that identifies key near-term deliverables, responsible staff, and required resources.	Metric: A completed Towns to Trails work plan, available online and actively used for fundraising.
3. By the end of 2027, all projects should have their own Project Work Plans, complete with how they connect to strategies and goals of the organization.	Metric: A completed Project Work Plan for any project (internal or external) that MLTPA intends to pursue beyond 2027.
4. At the conclusion of each fiscal year, MLTPA will produce an annual status report that provides a summary of all project achievements. This is intended to be the foundational tool used to communicate internally with MLTPA board, staff, donors, and collaborators. This should be a polished report, suitable for sharing externally.	Metric: Annual project report produced, with status updates for all projects completed within 60 days of the end of each Fiscal Year.
5. Before the start of each Fiscal Year, MLTPA will approve an Annual Work Plan for the organization. This should encompass all work completed by MLTPA (including internal/admin projects), as well as external projects. This work plan should explicitly connect the work to the Strategies, Goals, and Metrics in this document.	Metric: Annual Work Plan at the organizational level, with status updates for all projects, approved by the start of each Fiscal Year.
6. By the end of 2027, MLTPA will produce an annual summary of project progress on Towns to Trails, for use with the board, donors, and external partners. This summary includes quantitative progress indicators (status per mile, partners engaged, funding secured, permits advanced, etc.) alongside narrative context.	Metric: Annual summary produced and distributed to board and donors within 60 days of fiscal year close.

Strategy #3: Sustain

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

GOALS	METRICS
1. By the end of 2026, MLTPA will outline a financial model that supports the transition to Towns to Trails as the organization's primary focus, building upon the Development Plan provided by LBA.	Metric: A completed document outlining the approach for revenue moving forward, starting with updated goals for 2027.
2. By June 2027, MLTPA will fill at least three vacant board seats, with a goal of filling all nine as quality candidates present themselves. New recruitment will be focused on filling gaps in fundraising experience, geographic reach relevant to Towns to Trails, and succession planning capacity. Each new member onboarded with a clear role expectation tied to organizational needs.	Metric: Minimum of two new board members seated by end of 2026 for a total of 6 filled seats. Metric: All nine seats filled by the end of 2027.
3. By June 2027, MLTPA has a written financial model that defines the revenue mix needed to sustain operations through the CEO transition, including targets for individual donors, foundation grants, government contracts, and any fee-for-service consulting. This model should anticipate and plan for the ability to compensate staff at rates that allow them to live in or near Mammoth Lakes, with annual CPI-based increases and a documented performance review process.	Metric: A completed financial model drafted and approved by the board; CEO salary range and timeline for hire established.
4. At all times, MLTPA's accounts receivable, less any statutory financial obligations, will equal or exceed operating costs (e.g., staff compensation, overhead).	Metric: Reviewed at each board meeting via a standard financial summary; board flag if operating reserves fall below 90 days of operating costs.

Strategy #3: Sustain

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- 5. By June 2027, MLTPA will develop a Capacity Building Plan, per the LBA Development Plan.**

Metric: Completion of a Capacity Building Plan

As noted in the LBA plan, “This capacity building plan will form the basis of the organization’s three-year capacity building fundraising campaign. Fundamentally, the plan should address the question: If MLTPA is successful in achieving all... goals... how will it benefit the communities and stakeholders that it serves?”

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- 6. By the end of 2027, MLTPA will document a formal succession plan for the executive director role, outlining transition triggers, the search process, interim leadership provisions, and the advisory role John will play during and after any transition.**

Metric: Succession plan approved by the Board by end of 2027, kicking off with actionable items January 2028.
