



Communications & Development / Fundraising Committee Meeting
Tuesday, March 15, 2016 @ 4pm

Mammoth Lakes Tourism and Recreation Building
Conference Room
2520 Main Street, Mammoth Lakes, CA

Mammoth Lakes Recreation Committee Members may participate from a teleconference location if the meeting notice has been published in advance at the site of the meeting and the location that they will be calling in from as the site needs to be accessible to the public. Note: Members of the public may attend the open-session portion of the meeting from a teleconference location, and may address the Board during any one of the opportunities provided on the agenda for public comment.

NOTE: In compliance with the American with Disabilities Act, if you need special assistance to participate in this meeting, please call (760) 934-4932. Notification 48 hours prior to the meeting will enable MLR to make reasonable arrangements to ensure accessibility to this meeting. (28CFR 35.102-35.104 ADA Title II)

NOTE: All comments will be limited by the President to a speaking time of five minutes.

ROLL CALL

Committee Members: Danna Stroud, David Page, Tom Johnson, Gary Morgan & Lara Kaylor

PUBLIC COMMENT (On items not on the Agenda)

ADMINISTRATIVE ITEMS

1. Approval of the Agenda
2. Approval of the Minutes of the January 19, 2016, Meeting
3. Review of the Communications Plan and the Development of the Next Steps
 - The Committee will use the communication plan template that was distributed at the MLR Board Meeting on March 1, 2016, to guide the conversation and identify phase one tasks with timelines.
4. Establish the next meeting date

COMMITTEE MEMBER REPORTS

REQUEST FOR FUTURE AGENDA ITEMS

ADJOURNMENT

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the Mammoth Lakes Tourism and Recreation building outside showcase not less than 72 hours prior to the meeting. Dated this 8th day of March, 2016.

Rich Boccia, MLR Executive Director

**Mammoth Lakes Recreation
January 19, 2016, MLR Development and Fundraising Committee and
Communications Committee Meeting Minutes
Mammoth Lakes Tourism & Recreation Office
2520 Main Street, Mammoth Lakes, CA 93546**

ROLL CALL

The meeting was called to order at 3:00 p.m. at the Mammoth Lakes Tourism and Recreation Building, 2520 Main Street, Mammoth Lakes, CA. Present: Gary Morgan, David Page, Laura Kaylor, Danna Stroud and Tom Johnson.

PUBLIC COMMENT

None.

ADMINISTRATIVE ITEMS

1. Approval of the Agenda

Tom and Danna arrived at 3:15 p.m.

2. Website tech support: WordPress, Kadace Themes, BlueHost server.
3. Communication and Fundraising Strategy:
 - a. Gary Morgan gave a presentation on what the Fundraising Committee has accomplished at this point.
 - b. Allocations/Interim Funding: Leveraged Funds from events and programming, mentioned in the End of the Year Report for Summer 2015
 - c. Trails website updated to include \$80k, 37 trails projects currently in progress.
 - d. MUF business plan and plans for other projects. Strong discussion about the necessity to have business plan in order to have the proper tools to leverage funds.
 - i. Begin grassroots ice rink social media campaign focused on getting the public excited, start dialoguing. (first big capital project since the Community Center was built) (ending planning fatigue and getting something done)
 - ii. MLR Board and Donors will be asking these questions addressed in Business Plan to understand financial feasibility. Future projects are going to need this as well.
 - e. "Buff out" Performing Arts Center webpage with case studies, MACC business plan, conceptual designs, etc.
 - f. MLR for-service work
 - g. Leverage funds to build unrestricted funds
4. Next steps and priorities:
 - a. Capital campaign: strategy and elements, MOU with Town and Rec Commission

REQUEST FOR FUTURE AGENDA ITEMS

ADJOURNMENT

There being no further business to come before the Development and Fundraising Committee and Communications Committee, the meeting was adjourned at 5:00 p.m.

**Mammoth Lakes Recreation
January 19, 2016, MLR Development and Fundraising Committee and
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2520 Main Street, Mammoth Lakes, CA 93546**

Respectfully submitted,

Lesley-Anne Hoxie
Executive Assistant
Mammoth Lakes Recreation

2016 Communication Plan

I. THE TOOL BOX

Messaging

As work progresses on MLR's Business Plan and the articulation of its vision, goals and strategies, a number of marketing driven messaging assets will need to be developed:

1. **Tagline**
2. **Hashtag** and hashtag strategy
3. **CTAs**
4. **Informal Org Summary** - for fundraising (Who are we? What do we do? Where are we headed?) Keep free of jargon and complexity. Aspirational vs technical.
5. **Essential Facts sheet** (For press kit and fundraising. On MLR and Mammoth Lakes).
6. **Testimonials & lists of current supporters**
7. **Case Statements & proposal language** – specific messaging for fundraising. Case statements make a clear case for why MLR (or an individual project) is worthy of donation with detailed ROI information. Proposals are usually sent after a favorable response to solicitation and seek to raise money for specific aspects of MLR's work (financing a particular budget area, staff member, or aspect of a project – either capital or administrative).

It is important that these assets be used consistently across all public-facing communication. They should be added to the MLR style guide along with logos, color and typography rules.

Content

Capturing content is an opportunistic art. An organization can never have too much content. Here are some tips:

1. **Photos/Videos** - Document everything. Photograph and video events, field trips, progress on projects, workshops, etc. Use a good camera. Get GoPro to donate a couple of cameras if we don't have.
2. **Editorials** – Get other media outlets to do some of our content creation for us. Feature articles, interviews, profiles, and ED quotations in online and print media are great for reposting through channels. (See suggestions under Public Relations).
3. **Content archives** - Create a smart and organized archival system that includes photos, videos, advertisements, newsletters, documents and articles using folders and tags. Consider a third party app.
4. **RSS Feeds** – Staff should create a reliable system of media aggregation for industry

listening and social sharing.

5. **Cross-posting vs cross-promoting** – Get as much mileage out of each piece of content as possible. *Cross-post* exact content across multiple platforms only when ideal for each channel (ie – a strong thought leadership post can hit Twitter, FB and LinkedIn, but is overkill on Instagram and Snapchat. A great photo of the team in the backcountry can go on FB and Insta, but is overkill beyond that). *Cross-posting* can feel spammy. Be selective. *Cross-promotion* is always better, but takes more time. *Cross-promoting* is taking related content from an event or project and modulating images, video and copy in each channel to tell different aspects of the same story based on each channel’s audience. Use both of these approaches wherever appropriate.
6. **Drive all platforms to Blog/Web** - Driving people to our website and getting them to convert on a CTA (donation, volunteer, attend an event, etc) is always the ultimate goal.
7. **Social Content Management** – Recommend using a management platform like Hootsuite or Tweetdeck to manage our channels and to effectively listen to, engage and repost other industry voices and our own followers. Critical advice: For best results, calendar content weekly. Create a **weekly content plan** every Monday morning that includes all outbound communication channels.

Platforms/Channels

Efficient use of contemporary communication tools and channels is critical for both messaging and customer relationship management.

1. **Salesforce.com** – A quality CRM platform is critical for managing the many communications segments necessary to effectively run an advocacy and fundraising organization. CRM collects prospect data and tracks the lifecycle of communication, donations, volunteering, etc. We want to create donor lists and begin tracking communication as soon as possible. Recommend committing to a CRM platform now. Seems shortsighted to delay investing in this critical fundraising tool.
2. **Basecamp** – Recommend we adopt a project management tool to help manage and review projects and staff workflow.
3. **Survey Monkey** – Once MLR builds out its communications network according to this plan, regular surveys should be conducted to assess public feedback in MLR’s performance and the direction of its projects.
4. **Email** – *MailChimp* is fine for now. We may want to consider moving to a more sophisticated platform like Hubspot that can combine email, web, social and CRM integration to create trigger campaigns and more personalized content down the road.

Content Goals:

1. Monthly email newsletter to begin on May 15. (See Collateral/Publication).
2. Create templates for fundraising outreach by March 31.
3. Leverage current “Meeting Notice” email with strategic content blocks that drive our engaged followers to other resources and CTAs.



4. Ensure tracking code is added to all email links.

Engagement Goals:

1. Double “Interested Parties” list by April 30 and July 31 (See Campaigns).
 2. Develop strategy for polls and contests by April 30 (See Campaigns).
 3. Create com schedule for donor segment by March 31 (See Fundraising).
5. **Website** – Our most important channel. Posts on all other platforms should ideally point to our website. The website must always represent the most up-to-date snapshot of town projects and developments related to recreation, arts and culture Mammoth and should be promoted as the town resource for clear and comprehensive background, data and perspective.

Content Goals:

1. Com committee to begin monthly punch list by March 15.
2. Create Events top-level nav page with individual town event pages (March 31).

Engagement Goal: Create 30 new “backlinks” to our site from relevant local, regional and national recreation/arts & culture sites and blogs by March 31.

6. **Blog** – The blog is a critical tool for driving social viewers to our website. Whenever possible, a social post or newsletter article should link to a relevant blog post, page or document on our website. Short blog articles can be used as a landing page for posts on other platforms.

Content Goal: Refine blog plan by March 15 to include franchises (notes from the exec, tales from the trails), one-off posts, layout guidelines and share buttons.

7. **Direct Mail** – Still a major staple of fundraising communication. Once we have a proper communications budget, direct mail should be utilized for solicitation and community outreach (mailbox drops) in targeted ways.
8. **Facebook** – Perfect for sharing INTERESTING content related to our mission and to share engaging information about town projects, events, and debates. This is NOT a channel for alerts about meetings or commentary on the minutiae of government. OK to personalize this channel and feature staff, board members and town personalities, but be judicious. Too many “look what I’m doing” posts will diminish “thought leadership” effectiveness. Majority of posts should redound back to MLR vision, issue advocacy and progress on projects. Some humor and inspiration is great. Reserved for our most engaging content.

Content Goal: Eliminate posts with no links. Examples:

1. 2/13 – Congrats to Meb and Olympic team. Opportunity to mention Mammoth High Altitude Training and link to our HAT project page.
2. 2/22 & 2/23 – Public discussions on Mammoth Park West project. Should

link to our MUF project page.

3. 2/23 FB post - Public discussion w/ Inyo Forest staff on OSV in Forest Management Plan. Could link to blog post with more info on sub-part C or link to the document itself from our site.
4. 2/26 – Biathlon post. Link to Biathlon event page under “Events” on our site.
5. 2/27 – 2/28 – 7 posts of ski runs and snowmobiling. These posts could link to a photo gallery on our website. Snowmo photos could mention or link to OSV material.

Engagement Goals: 800 page likes by April 30 (see Campaigns).

9. **Twitter** – This is the platform of thought leadership and organizational commentary. We should use Twitter to communicate with the rest of the recreation industry. Twitter should be used to make favorable announcements about MLR to our town and the industry and to link to any editorial coverage or insource material that raises the profile of MLR in the industry. (See Public Relations).

Content Goal: Setup account and begin tweeting by March 31.

Engagement Goal:

1. Follow every relevant local, regional and national stakeholders, thought leaders, and endemic and government entities in our space.
2. 250 followers by April 30. 500 followers by July 31.

10. **LinkedIn** – An excellent channel to drive advocacy issues and exhibit thought leadership with people who work professionally in the recreation industry, but very hard for a Company Page to grow an adequate following organically.

Recommendation: Aside from paying for Sponsored Updates to grow this channel, the most effective strategy would be for the MLR ED to leverage his own LinkedIn profile to build up his stature as a thought leader in our space.

Engagement Goals:

1. ED to build network and become frequent poster on leading Recreation Economy issues.
2. Ask all board members and key local stakeholders to follow company page.
3. Ask all board members to list MLR in the volunteer section on their own profiles like this:

Board Member	
Mammoth Lakes Recreation	
November 2014 – Present (1 year 5 months) Economic Empowerment	



11. **Instagram** – Perfect for photo/video of MLR “day in the life” content. Easy to cross-post with Facebook when appropriate. Only 44 followers.

Engagement Goals:

1. Follow every relevant local, regional and national stakeholders, thought leaders, and endemic and government entities in our space.
 2. 250 followers by April 30. 500 followers by July 31.
12. **Periscope** – Phase 2. TBD
 13. **Snapchat** – Phase 2. TBD
 14. **MLR Mobile App** – Phase 2. TBD
 15. **Online Paid Ads** – Phase 2. TBD

Assets

Digital Newsletter – Critical engagement piece – for local public and donors. Should be a monthly summary of progress, accomplishments and developments and a look ahead to the next month. Heavily templated with consistent sections and short teasers that click through to blog posts.

Email templates – should all be branded and professional.

- Press Brief – a simple email template that can be sent to our press list (see below), keeping them up to date on our work and suggesting topics for editorial coverage.
- Solicitation emails and letters
- Acknowledgement emails and letters
- Newsletter
- Meeting Notices
- MLR Alerts (or equivalent).

Collateral - for mailers, town events, meetings, guerilla campaigns

- “Follow Us” cards
- Brochure
- Door hangers/postcards (for specific campaigns)
- Sponsorship banners for events (MLR, measure U & R)
- Bumper sticker with tagline
- Newsletter Signup sheets (at all meetings where MLR is in attendance)

Press Kit – start with digital kit. Logos, press clippings, photo selects, essential facts (MLR and Mammoth Lakes), exec summary, project list, lead release

Press Releases – Reserved for larger, more formal announcements and accomplishments.

Case studies and white papers - for fundraising outreach and engagement.



Infographics – effective in all channels.

Swag – for contests and donors.

Project Prospectus – for every capital project. Required for local outreach & fundraising.

Event

II. STRATEGY & TACTICS

Fundraising

1. **Segmented Prospect Lists** – All sustainable sales and fundraising efforts begin and end with lists. Developing and effectively leveraging segmented prospect lists is the first and most important task of our fundraising efforts:

- Corporate donors
- Major private donors
- Donor groups and matches
- Micro donors
- Online donors
- Government and foundation grants

Prospecting Goals: Fundraising committee and staff to develop number goals and dates for every category

Conversion Goals: Fundraising committee and staff to develop:

1. Conversion metrics and an audit schedule
2. Benchmarks and specific conversion goals based on analysis

2. **The Pipeline** – For an organization to hit its goals year after year, a multiyear pipeline is critical. Constant maintenance, communication and closing is critical to avoiding gaps in funding.

- New prospects
- Consideration phase
- Close
- 1 time commitment
- Monthly commitment
- Annual commitment
- Multiyear commitment
- Project-specific funding



- Focus area funding that underwrites specific functions of the org
 - Naming rights
 - Revolving sponsorships (end dates should be spread)
 - Crowdrise and other portal fundraising tools
3. **Donor stewardship** - Once we have received an initial donation, **Retention** becomes the key goal. Donor stewardship is critical to maintaining a healthy pipeline where a large percentage of each year's fundraising goal is already pledged or otherwise assured. Here are the basic phases of stewardship:
- a. Solicitation
 - b. Consideration & Proposal – Depending on ask levels, the ask and the focus of the gift can get more specific.
 - c. Close
 - d. Acknowledgment – thanking donors early, often and appropriately for their level of support – both formally and personally
 - e. Recognition – publicly acknowledging a donor's generosity through a newsletter profile, honor roll, naming opportunity or invitation to a special event
 - f. Reporting – reminding donors of the impact of their giving to set the stage for future support and provide accountability
 - g. Renewal Solicitation
4. **Donor Relations Management** – an effective sales or fundraising operation documents every communication and transaction made with a prospect or a donor, rigorously classifies prospects and donors into segments, and tracks the lifecycle of each account. A robust CRM platform is indispensable. Salesforce.com is recommended. Automation is the key to success.
5. **Events** – Another critical stream in the pipeline. Prospects and Donors want to get up close and personal with the organization, its staff, and its projects.
- Donor Recognition events
 - Public Fundraisers
 - Project tours and grand openings
 - Private group fundraisers (usually for major donors)
 - Timeline, assets, considerations:
 1. Save the date (12 weeks prior)
 2. Invitation – 6-8 weeks
 3. Reminders – 3 weeks & 1 week
 4. VIP activities
 5. Content capture and recap through all channels
 6. Media
 7. Swag/mementos for attendees

6. **Contact Tree** – A network of MLR supporters who pledge to tap their own personal networks for fundraising, volunteering, and occasional pro bono expertise. This group should be essentially be an extension of the board (and include past board members), and formally recognized if possible.
7. **Crowdrise Strategy** – TBD. To be developed by the Fundraising Committee
8. **Required Tools & Assets**
 - Templates for each stewardship stage
 - Donor communication cycle – with reminders and templates built into Salesforce.
 - Testimonials & listing of current support
 - Case Statement & proposals
 - Crowdrise strategy – to be developed by Fundraising Committee

Public Relations: Press

1. **Local Media**
 - Build Strong Relationships
 - Frequent Communication with **Press briefs**
 - Always solicit editorial coverage of positive developments
 - **RADIO** – Propose that ED should be a regular or semi-regular guest on the ACE show
2. **Online Media** – Building strong relationships with online media is a fantastic way to begin building MLR's industry reputation and thought leadership credentials, and get a ton of good outsourced content. MLR and Mammoth are on the cutting edge of the new Recreation Economy and as such, our profile of expertise and progressive activity should appeal to this segment of the media (which is always hungry for content). The cache that comes with publications and recognition outside of town is critical to our fundraising efforts. Such outsource content can be used throughout the fundraising pipeline.

Networking Goals:

1. Create an online media contact list that will become a meaningful extension of our communications network by March 30. This contact list should include everything from endemic outlets to small and medium advocacy sites and blogs and should be segmented.
2. Send introductory emails to the list by (April 15) from the ED explaining who we are and that we'd periodically like to send them short press briefs with interesting content. Staff will develop relationships from there.
3. Create press brief template (by April 15). Template should be short and sweet and propose a topic for inclusion in their publication and offer a next step if their interested. We are trying to suggest easy, tailor-made content pieces that they can put together with limited lead time.



Editorial Goal: Actively solicit 3 interviews and 3 profile pieces by May 31.

3. **Endemic Media** – The same strategy above under online media applies to the leading publications in our associated industries. The goal here is to be ultimately profiled, but first steps are to raise the thought leadership stature of our ED and the organization in general. We want to be quoted in articles relevant to our mission and be seen as experts on the cutting edge of the new Recreation Economy and resort town innovation.

Public Relations: Community Engagement

TBD. To be developed by Com Committee at next meeting. How do we mobilize our community? Rallies vs government meetings. Volunteer opportunities to keep people motivated and contributing (true engagement ultimately requires involvement).

Public Relations: Stakeholder Engagement

TBD. To be developed by Com Committee at next meeting. Request staff give input prior to meeting on this area. What can we do to better organize our stakeholders and town business leaders?

Campaigns

1. **Network Engagement Campaign**
 - Follow campaign. See goals per channel.
 - Email signup sheets at every meeting and event.
 - “Follow Us” cards at events and possibly in mail drop.
 - CONTESTS!
 - Contact Tree outreach campaign. Get all board members, stakeholders and other MLR supporters to use the “share with” tool on our social media pages and to aggressively share posts (ala David Page).
 - Send a message to “interested parties” email list to follow on social.
 - Consider low-level paid campaign on FB.
 - As we develop stronger contacts with online media outlets, actively share, retweet and repost with leading pages and profiles. They will return the favor.
2. **MUF Campaign** – TBD. To be developed by Fundraising Committee.
3. **General Fundraising Campaign** – TBD. To be developed by Fundraising Committee.

Budget

Expecting to raise \$1.8 mil per year without an adequate investment in communications is folly. This plan represents the least we need to do to achieve our goals. We need to fully fund the elements of this com plan and quickly aspire to employing a dedicated staff member. I recommend soliciting a donor to underwrite a 12 month communications cycle immediately.

III. TRACKING & REVIEW

Creating a Feedback Loop

Modern successful sales and fundraising organizations set smart goals and relentlessly track their progress with timely course corrections. This is the only way a small organization like ours is going to grow its fundraising capacity at a speed commensurate with expectation. This is a non-negotiable philosophical point of view this organization must adopt.

Weekly staff audit – to be included in Sunday communique. Simple goal vs actual accounting sent to the board each week.

Monthly committee audit – Every communications and fundraising committee meeting should begin with a recap and analysis of our engagement, prospecting, and conversion metrics and asset creation deadlines.

Monthly web punchlist and channel review – the second agenda item at every regular Communications Committee meeting. Takeaways from this review will form the goals that staff will focus on the following month.

Next Steps: Com Committee

TBD. To be developed by Com Committee at next meeting.

Next Steps: Fundraising Committee

TBD. To be developed by Fundraising Committee.

Next Steps: Staff

TBD. To be developed by Staff. Distillation and review of goals and dates laid out in this document.

Acquisition/Growth Metrics

	Beginning Balance	March		April		May		June		July		August		Current Balance
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	
Social Media - Acquisition														
Facebook Likes	384													
Twitter Followers	0													
Twitter Following	0													
Instagram Followers	31													
Instagram Following	44													
LinkedIn Followers	6													
Periscope Followers	0													
SnapChat Followers	0													
Social Media - Posting														
Facebook Posts														
Twitter Posts														
Blog Posts														
Instagram Posts														
Periscope Events														
Snapchat Posts														
Donor Prospects														
Corporate Prospects														
Major Donor Prospects														
Small Donor Prospects														
Private Grants														
Government Grants														
Email														
Alert														
Newsletter Subscriptions														
Press														
Editorials														
Endemic media contacts														
Industry blogger contacts														
Web														
Blog Posts														
Backlinks														
Keyword Ranking #1														
Keyword Ranking #2														
Keyword Ranking #3														

Asset Checklist

	Due Date	Completion Date	✓
Tagline			
Wiki			
Tagline			
Hashtags			
Case Statement			
Org Summary			
Essential Facts			
Digital Press Kit			
Start Radio Show			
Newsletter Luanch			
Press Brief			
MLR Survey			
Event #1			
Event #2			
Crowdrise #1 launch			
Crowdrise #2 launch			
Crowdrise #3 launch			