Mammoth Lakes Housing Board Meeting
Agenda

Monday, May 2, 2022, 6:00 p.m.
437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members of the Board

President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale,
Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins,
Board Member Heidi Steenstra, Board Member Brian D'Andrea

NOTE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Mammoth Lakes Housing, Inc. at (760) 934-4740. Notification 48 hours prior to the meeting will enable Mammoth Lakes Housing, Inc to make arrangements to ensure accessibility to this meeting (28 CFR 13.102-35.104 ADA Title II).

NOTE: This meeting will be conducted pursuant to the provisions of Assembly Bill 361 (AB361) which amends certain requirements of the Ralph M. Brown Act. You are encouraged to watch this meeting live through the online eSCRIBE system here: https://pub-townofmammothlakes.escribemeetings.com, on the local government cable channel 18, or by utilizing the Zoom link below.

ZOOM INFORMATION:
Join from a PC, Mac, iPad, iPhone or Android device: https://monocounty.zoom.us/s/98707718059

Or join by phone:
Dial(for higher quality, dial a number based on your current location):
US: +1 669 900 6833 or +1 346 248 7799 or +1 253 215 8782 or +1 646 876 9923 or +1 301 715 8592 or +1 312 626 6799

Webinar ID: 987 0771 8059 - Callers: To Raise your hand Press *9, to Unmute/Mute Press *6
International numbers available: https://monocounty.zoom.us/u/ad4YSFD3lxIt

You can watch this meeting live through the online Granicus system here: http://mammothlakes.granicus.com/ViewPublisher.php?view_id=4 or on the local government cable channel 18. Public comments can be submitted to the Executive Director at patricia@mammothlakeshousing.org or clerk@townofmammothlakes.ca.gov or may be made via Zoom or in person in Suite Z.

1. **Call to Order**
   Regular meeting of the public benefit corporation, 501(c)3, Mammoth Lakes Housing, Inc. whose mission is to support affordable housing for a viable economy and sustainable community.

2. **Assembly Bill 361 (AB 361) Findings**
   2.1. Adopt Resolution 2022-10 to allow virtual Board meetings to continue during the Covid-19 pandemic declared emergency

3. **Public Comments**
   This is the established time for any member of the public wishing to address the Mammoth Lakes Housing, Inc. Board of Directors on any matter that does not otherwise appear on the agenda. Members of the public desiring to speak on a matter appearing on the agenda should ask the Chairman for the opportunity to be heard when the item comes up for consideration. Public comments may be submitted to the Executive Director at patricia@mammothlakeshousing.org or clerk@townofmammothlakes.ca.gov before or during the meeting, may be made in person in Suite Z or by "Raising your hand" in Zoom.

4. **Consent Agenda**
   4.1. Approval of the Minutes from March 7, 2022 Regular Board Meeting

   4.2. Approval of the Minutes from March 14, 2022 Special Board Meeting

   4.3. Approval of the Minutes from March 30, 2022 Special Board Meeting

5. **Policy Matters**
   5.1. Receive a presentation from Erik Guzman-Rangel on his experience at the annual Housing California conference in Sacramento, April 4-6

   5.2. Receive a presentation on the Community Survey results

   5.3. Consider acceptance of the Marketing Plan prepared by Jessica Kennedy as part of the 20th Anniversary Rebranding efforts

   5.4. Receive an update on the status of Access Apartments project

   5.5. Consider approval of Subrecipient Agreement between MLH and the Town of Mammoth Lakes for 2020/21 CDBG award for Access Apartments in the amount of $3,000,701

   5.6. Review and possibly approve the Mammoth Lakes Housing Draft 2022/2023 Fiscal Year Budget

   5.7. MLH Programs Update

6. **Committee Reports**

7. **Board Member Reports**

8.   CLOSED SESSION

   8.1 Pursuant to Government Code Section 54957, the Board will hold a closed session to consider the evaluation of performance of an employee, title: Executive Director.

9.   Adjourn
   The meeting will adjourn to the next regular Board meeting.

*Mammoth Lakes Housing, Inc.
supports workforce housing
for a viable economy and
sustainable community.*

STAFF REPORT

Subject: The Board will discuss AB 361 and consider adoption of Resolution 22-10, regarding the continued utilization of teleconferencing for meetings of the Board that are required to follow the Brown Act.

Presented by: Patricia Robertson, Executive Director

BACKGROUND

On June 11, 2021, Governor Gavin Newsom issued Executive Order N-08-21, which among other things rescinded his prior Executive Order N-29-20 and sets a date of October 1, 2021 for public agencies to transition back to public meetings held in full compliance with the Brown Act.

In September the Governor signed AB 361 which extends public meeting teleconferencing until January 1, 2024. This allows for the continued use of teleconferencing without the need to publicly notice the address of every teleconference location.

Brief summary of AB 361 Changes:

For as long as a Brown Act body uses the modified Brown Act rules authorized by AB 361, it must:

1. Give notice of the meeting and post agendas as otherwise required by the Brown Act.
2. Allow members of the public to access the meeting and address the legislative body directly (this doesn't mean in-person).
3. Give notice explaining how members of the public may access the meeting and offer public comment.
4. Identify and include an opportunity for all persons to attend via phone or internet on the agenda.
5. Conduct meetings in a manner that protects the statutory and constitutional rights of the parties and the public.
6. Take no action on items on the agenda in the event there is an interruption which prevents remote members of the public from commenting, until connection is restored [THIS IS NEW].
7. Provide an opportunity for the public to address the board and offer comment in real time from their location.

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8. Even though public agencies cannot require the public to "register" prior to providing comment, if they use a website or other platform that requires registration and it is not under the agency's control, that is acceptable.

New requirements for public comment:

1. If the agency provides a timed public comment period for each agenda item, it may not close the public comment period for the agenda item (or the opportunity to register, pursuant to paragraph 8 above) to provide public comment until that timed public comment period has elapsed.
2. An agency that does not provide a timed public comment period, but takes public comment separately on each agenda item, shall allow a reasonable amount of time per agenda item to allow public members the opportunity to provide public comment, including time for members of the public to register, or otherwise be recognized for the purpose of providing public comment.
3. An agency that provides a timed general public comment period that does not correspond to a specific agenda item shall not close the public comment period or the opportunity to register, until the timed general public comment period has elapsed.

Required Findings:

No later than 30 days after teleconferencing for the first time under AB 361 (and every 30 days thereafter) the board must make the following findings by majority vote:

(A) The legislative body has reconsidered the circumstances of the state of emergency.*
(B) Any of the following circumstances exist:
    i. The state of emergency continues to directly impact the ability of the members to meet safely in person.
    ii. State or local officials continue to impose or recommend measures to promote social distancing.

* "state of emergency" means a state of emergency proclaimed pursuant to Section 8625 of the California Emergency Services Act (Article 1 (commencing with Section 8550) of Chapter 7 of Division 1 of Title 2).

Because the Mammoth Lakes Housing Board of Directors meets monthly (or less frequently), the Board will need to make the required findings at the beginning of every Board meeting.

The California Department of Public Health (CDPH) has updated information on their website here: https://www.cdph.ca.gov/.

Mono County Public Health issued an order on August 6, 2021 requiring masking in all public indoor spaces. In a letter dated September 20, 2021, Mono County Public Health Director recommended that the Board of Supervisors continue virtual meetings (Attachment 1). The Mono County Public Health Order requiring masks is provided as Attachment 2.

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RECOMMENDATION
The Board should consider making the required findings to continue with virtual meetings.

ATTACHMENTS
1. Letter from Bryan Wheeler, Director of Public Health, to the Mono County Board of Supervisors, dated September 20, 2021
2. The Mono County Public Health Order requiring masks, August 6, 2021
3. Resolution 22-10

MONO COUNTY HEALTH DEPARTMENT
Public Health

To: Board of Supervisors

From: Bryan Wheeler, Director of Public Health

Date: September 20, 2021

Re: Continued Recommendation regarding Social Distancing and Remote Meetings

Both Mono County "covering" Health Officer Dr. Rick Johnson and I strongly recommend that physical/social distancing measures continue to be practiced throughout our Mono County communities, including at meetings of the Board of Supervisors, to minimize the spread of COVID-19.

Whether vaccinated or not, positive individuals are contracting the Delta variant and infecting others in our communities. Social distancing and masking are crucial mitigation measure to prevent the disease's spread. Virtual board meetings allow for the participation of the community, county staff, presenters, and board members in a safe environment, with no risk of contagion. It is recommended that the board implement 100% remote meetings.

As a secondary alternative, the board could implement hybrid meetings (i.e., meetings that are both in-person and virtual), combined with adequate social distancing measures and masking requirements that are actively enforced, in order to minimize risk of contagion. However, as noted above, the safest path would be to implement meetings that are solely remote.

If you have any questions regarding this recommendation, please do not hesitate to contact me. I will be present at the September 21, 2021, meeting to answer any questions.

MONO COUNTY HEALTH DEPARTMENT
Public Health Officer Order:
Face Coverings For All While in Public

P.O. Box 3329, Mammoth Lakes, CA 93546 Phone (760) 924-1830 • Fax (760) 924-1831
EMAIL RJOHNSON@ALPINECOUNTY.CA.GOV

August 6, 2021

Please read this Order carefully. Violation of or failure to comply with this Order is a crime punishable by fine of up to $1,000, imprisonment for up to 90 days, or both. (California Health and Safety Code § 120295.) This Order supersedes and replaces all previous Mono County Public Health Officer Orders regarding Face Coverings.

WHEREAS, a state of emergency has been declared by the State of California, and a local emergency has been declared in Mono County in response to the virus COVID-19 (Coronavirus); and

WHEREAS, on June 15, 2021, California fully reopened the economy, and the State terminated the restrictions on businesses and activities in its Blueprint for a Safer Economy. Epidemiologic evidence demonstrates that the rate of community transmission of COVID-19 and positivity rates have all substantially increased since the June 15, 2021 reopening; and

WHEREAS, since the state reopening, increased interactions among members of the public have resulted in an increased number of daily new COVID-19 cases in Mono County; daily cases have more than quadrupled since June 15, 2021. In addition, as of July 24, 2021, Mono County is reporting a 7-day daily average case rate of 15.3 cases per 100,000 people with a 7-day lag. Based upon Federal Centers for Disease Control and Prevention (CDC) indicators and thresholds, this means that community transmission of COVID-19 within Mono County is now considered Substantial, and highly likely to increase during the coming days and weeks; and

WHEREAS, while a significant number of Mono County residents are fully vaccinated (i.e., two weeks or more have passed after the receipt of a second dose in a 2-dose series or 2 weeks or more after receipt of a single-dose vaccine) as of the date of this Order in Mono County, COVID-19 remains a concern to public health and safety and there are still a large number of individuals in the County who are not yet fully vaccinated, including children under 12 years old, who are not currently eligible to be vaccinated. Furthermore, variants of the virus that may spread more easily and/or cause more severe illness, including the Delta variant, are present in Mono County, impacting local residents and visitors, based on positive case reporting; and

WHEREAS, throughout the COVID-19 pandemic, in Mono County, as well as throughout California and the nation, there have been insufficient quantities of critical healthcare infrastructure, including hospital beds, ventilators and workers, capable of adequately treating mass numbers of patients at a single time as the virus spread unchecked; and

WHEREAS, in order to continue to protect the community from COVID-19, in particular for those who are not fully vaccinated, this Order mainly aligns with the State Public Health Officer Order, dated June 11, 2021, as well as the July 28, 2021, Guidance on the Use of Face Coverings issued by the California Department of Public Health. The primary intent of this Order is to help slow and improve the Substantial level of community transmission here in Mono County, to align with recent State recommendations and to help mitigate and reduce the impact on Mono County, and its critical healthcare infrastructure; and

WHEREAS, throughout the COVID-19 pandemic, face coverings have been recommended by the U.S. Centers for Disease Control and Prevention (CDC) to decrease COVID-19 transmission. Face coverings are believed to decrease shedding of COVID-19 by people who are infected. Many people with COVID-19 infection have mild or even no symptoms. Such cases may unknowingly spread the virus to others and face coverings are intended to decrease the chance of such transmission.

NOW, THEREFORE, effective beginning August 6, 2021, under the authority of California Health and Safety Code sections 101040, 101085 and 120175 and Title 17 California Code of Regulations, Section 2501, the Mono County Acting Health Officer **HEREBY ORDERS** as follows:

1. All persons within Mono County and the Town of Mammoth Lakes, regardless of vaccination status, shall wear face coverings[1] **while in indoor public settings, venues, gatherings, and businesses** (examples include offices, retail, restaurants, theaters, family entertainment centers and meetings, among others).

2. Individuals, businesses, venue operators, or hosts of public indoor settings must require all patrons to wear masks, for all indoor settings, regardless of their vaccination status, and post clearly visible and easy to read signage at all entry points to communicate the masking requirements for patrons.

3. Recommendation: It is *recommended* that all persons wear face coverings while attending large outdoor public events.

4. The following individuals are exempt from wearing masks:
   a. Persons younger than two years old. Very young children must not wear a mask because of the risk of suffocation.

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[1] The following list, informed by the California Department of Public Health https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/Get-the-Most-out-of-Masking.aspx and the Center for Disease Control https://www.cdc.gov/quarantine/masks/mask-travel-guidance.html are attributes of face coverings, or masks, needed to fulfill the requirements of this Order:
- A properly worn mask that completely covers the nose and mouth.
- Cloth masks should be made with two or more layers of a breathable fabric that is tightly woven (i.e., fabrics that do not let light pass through when held up to a light source).
- Mask should be secured to the head with ties, ear loops, or elastic bands that go behind the head.
- Mask should fit snugly but comfortably against the side and bottom of the face.
- Mask should be a solid piece of material without slits, exhalation valves, or punctures.

b. Persons with a medical condition, mental health condition, or disability that prevents wearing a mask. This includes persons with a medical condition for whom wearing a mask could obstruct breathing or who are unconscious, incapacitated, or otherwise unable to remove a mask without assistance.

c. Persons who are hearing impaired, or communicating with a person who is hearing impaired, where the ability to see the mouth is essential for communication.

d. Persons for whom wearing a mask would create a risk to the person related to their work, as determined by local, state, or federal regulators or workplace safety guidelines.

This Order shall take effect beginning on Friday, August 6, 2021and will remain in effect until rescinded, in writing, by the Mono County Health Officer based on three consecutive weeks of adjusted case of below 6.9 per 100,000.

General Provisions

1. This Order is issued as a result of the worldwide pandemic of COVID-19 disease, also known as "novel coronavirus," which has infected at least 197 million individuals worldwide in 220 countries and is implicated in over 4.2 million worldwide deaths, including 1065 cases and five deaths in Mono County.

2. This Order is issued based on evidence of increasing transmission of COVID-19 both within the County of Mono and worldwide, scientific evidence regarding the most effective approach to slow transmission of communicable diseases generally and COVID-19 specifically, as well as best practices as currently known and available to protect the public from the risk of spread of or exposure to COVID-19.

3. This Order is intended to reduce the likelihood of exposure to COVID-19, thereby slowing the spread of COVID-19 in Mono County as well as, on a larger scale, to communities worldwide. As the presence of individuals increases, the difficulty and magnitude of tracing individuals who may have been exposed to a case rises exponentially.

4. This Order is issued in accordance with, and incorporates by reference, the: March 4, 2020 Proclamation of a State Emergency issued by Governor Gavin Newsom; the March 15, 2020 Declaration of Local Health Emergency based on an imminent and proximate threat to public health from the introduction of novel COVID-19 in Mono County; the March 17, 2020 Resolution of the Board of Supervisors of the County of Mono proclaiming the existence of a Local Emergency in the County of Mono regarding COVID-19 and ratifying and extending the Declaration of Local Health Emergency due to COVID-19; all current applicable guidance issued by the California Department of Public Health, including but not limited to the June 11, 2021 California Public Health Officer Order and the July 28, 2021 California Department of Public Health Guidance for the Use of Face Coverings, and the Center for Disease Control recommendations on masking protocol.
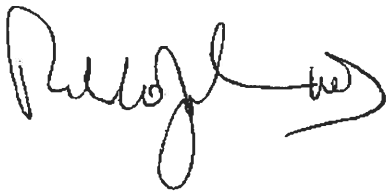
5. This Order is made in accordance with all applicable State and Federal laws,

including but not limited to: Health and Safety Code sections 101030, et seq.; Health and Safety Code sections 120100, et seq.; and Title 17 of the California Code of Regulations section 2501.

6. To the extent necessary, pursuant to Government Code sections 26602 and 41601 and Health and Safety Code section 101029, the Health Officer requests that the Sheriff and all Chiefs of Police in the County ensure compliance with and enforcement of this Order.

7. This Order is made because of the propensity of the virus to spread person-to-person.

8. Copies of this Order shall promptly be posted on the County of Mono's Public Health Department's website (monohealth.com) and provided to any member of the public requesting a copy of this Order.

_____ Date: August 2, 2021
Richard Johnson, MD
Acting Local Health Officer
For Mono County and the Town of Mammoth Lakes

RESOLUTION NO. 22-10

A RESOLUTION OF THE BOARD OF DIRECTORS OF MAMMOTH LAKES HOUSING, INC. MAKING FINDINGS TO ALLOW THE BOARD OF DIRECTORS TO MEET VIRUTALLY DURING THE COVID-19 PANDEMIC DECLARED EMERGENCY

WHEREAS, meetings of the Mammoth Lakes Housing, Inc.'s Board of Directors are conducted in compliance with the Brown Act (Government Code Section 54950 et seq), so that members of the public may attend, observe, and participate, in accordance with the organizations' Bylaws (Section 5.2.(c)); and

WHEREAS, Government Code Section 54953(e) is a provision of the Brown Act establishing special rules that apply under specific circumstances to meetings that are conducted remotely via teleconference; and

WHEREAS, using the special rules will facilitate continuing to conduct meetings remotely during the COVID-19 pandemic; and

WHEREAS, the Board of Directors of Mammoth Lakes Housing, Inc. does hereby find that allowing for conducting public meetings virtually will support social distancing and reduce the potential risk to the public, elected officials, and employees to be infected by or to spread COVID-19; and

WHEREAS, a required condition for the use of the Section 54953(e) rules is the existence of a state of emergency declared by the Governor pursuant to Government Code Section 8625, proclaiming the existence of conditions of disaster or of extreme peril to the safety of persons and property within the State caused by conditions as described in Government Code Section 8558; and

WHEREAS, an additional required condition is that state or local officials have imposed or recommended measures to promote social distancing, or, the legislative body meeting in person would present imminent risks to the health and safety of attendees; and

WHEREAS, the Governor of California declared a Statewide state of emergency due to the COVID-19 virus on Wednesday, March 4, 2020; and

WHEREAS, on March 15, 2020 the Mono County Health Officer declared a local health emergency, including finding "that there is an imminent and proximate threat to public health from the introduction of COVID-19 in Mono County;" and

WHEREAS, the Mono County Director of Public Health has recently issued a memorandum recommending that social distancing be used as one means of reducing the spread of COVID-19; and

WHEREAS, the Board of Directors does hereby find that meetings of the Mammoth Lakes Housing, Inc. Board shall be conducted in compliance with paragraph (3) of subdivision (b) of Government Code Section 54953, as

authorized by subdivision (e) of Section 54953, and that the Board of Directors shall comply with the requirements to provide the public with access to the meetings as prescribed in paragraph (2) of subdivision (e) of Section 54953.

NOW, THEREFORE, BE IT RESOLVED that the recitals set forth above are true and correct and are incorporated into this resolution by this reference; and

IT IS FURTHER RESOLVED that the Board of Directors hereby declares that a State and County emergency exists due to the existence or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property due to the COVID-19 virus; and

IT IS FURTHER RESOLVED that the Mono County Director of Public Health has issued a memorandum recommending the continued use of social distancing as a means to reduce the spread of COVID-19, and that the COVID-19 state of emergency impacts the ability of the Board of Directors to safely meet in person; and

IT IS FURTHER RESOLVED that the Board of Directors finds the use of virtual meetings, as provided for under AB 361 as approved by the State Legislature and signed by the Governor, is a prudent and safe means to conduct the organization's business respecting the recommendation to use social distancing as a precaution to reduce the spread of COVID-19; and

IT IS FURTHER RESOLVED that the organization's staff and Board of Directors are hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution including conducting open and public meetings in accordance with Government Code section 54953(e) and other applicable provisions of the Brown Act; and

IT IS FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption and shall be effective until the earlier of (i) June 1, 2022, or such time the Board of Directors adopts a subsequent resolution in accordance with Government Code section 54953(e)(3) to extend the time during which the Board of Directors may continue to teleconference without compliance with paragraph (3) of subdivision (b) of section 54953.

APPROVED AND ADOPTED THIS 2nd day of May 2022.

AYES: _____ NAYS: _____ ABSTAIN: _____ ABSENT: _____

_____
Kirk Stapp, President

ATTEST:

_____
Patricia Robertson, Secretary

MAMMOTH LAKES HOUSING, INC.

Mammoth Lakes Housing Board

Regular Meeting Minutes

March 7, 2022, 6:00 p.m.
437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members Present: President Kirk Stapp, Vice President Jennifer Kreitz, Board
                     Member Lindsay Barksdale, Board Member Tom Hodges, Board
                     Member Agnes Vianzon, Board Member Tony Perkins, Board
                     Member Heidi Steenstra, Board Member Brian D'Andrea

_____

1.   **Call to Order**

      President Kirk Stapp called the meeting to order at 6:02 p.m. in the Council
      Chamber at 437 Old Mammoth Road, Mammoth Lakes, CA. President Stapp,
      Vice President Jennifer Kreitz and Board Members Lindsay Barksdale, Tom
      Hodges and Heidi Steenstra attended the meeting in person. Board Members
      Agnes Vianzon, Tony Perkins and Brian D'Andrea attended the meeting via
      videoconference.

2.   **Assembly Bill 361 (AB 361) Findings**

      2.1   **Adopt Resolution 2022-04 to allow virtual Board meetings to**
             continue during the Covid-19 pandemic declared emergency

             Executive Director Patricia Robertson outlined the information in the staff
             report.

             There was discussion between Ms. Robertson and members of the Board.

Moved by Board Member Tom Hodges
Seconded by Board Member Lindsay Barksdale

Adopt Resolution 2022-04 to allow virtual Board meetings to continue during the Covid-19 pandemic declared emergency.

For (7): President Kirk Stapp, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Against (1): Vice President Jennifer Kreitz

Carried (7 to 1)

3. **Public Comments**

There were no comments given at this time.

4. **Consent Agenda**

Moved by Board Member Lindsay Barksdale
Seconded by Vice President Jennifer Kreitz

Approve the Consent Agenda.

For (8): President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Carried (8 to 0)

4.1 **Approval of the Minutes from the February 7, 2022 Regular Board Meeting**

5. **Policy Matters**

5.1 **Consider adoption of Resolution 2022-05, Approving the Creation of the Following Ad-hoc Committee: Town of Mammoth Lakes Contract Negotiations Committee**

Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between Ms. Robertson and members of the Board.

Moved by Vice President Jennifer Kreitz
Seconded by President Kirk Stapp

Adopt Resolution 2022-05, Approving the Creation of the Town of Mammoth Lakes Contract Negotiations Ad Hoc Committee.

For (7): President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Against (1): Board Member Tony Perkins

Carried (7 to 1)

5.2 **Appoint Board Members to serve on the Town of Mammoth Lakes Contract Negotiations Committee formed in Resolution 2022-05**

Board Members Tom Hodges, Tony Perkins and Heidi Steenstra volunteered to be on the TOML Contract Negotiations Ad Hoc committee.

There was discussion between Executive Director Patricia Robertson and members of the Board.

Moved by Board Member Lindsay Barksdale
Seconded by Vice President Jennifer Kreitz

Appoint Board Members Tom Hodges, Tony Perkins and Heidi Steenstra to serve on the Town of Mammoth Lakes Contract Negotiations Ad Hoc Committee formed in Resolution 2022-05.

For (8): President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Carried (8 to 0)

5.3 **Review and approve the MLH and Sierra Housing Advocates, LLC Fiscal Year 2021-22 Second Quarter Draft Financial Statements**

Executive Director Patricia Robertson outlined the information in the Mammoth Lakes Housing, Inc. and Sierra Housing Advocates, LLC Financial Reports.

There was discussion between Ms. Robertson, MLH Grant and Financial Associate Diane Doonan, and members of the Board.

Moved by Vice President Jennifer Kreitz
Seconded by Board Member Brian D'Andrea

Approve the Mammoth Lakes Housing, Inc. and Sierra Housing Advocates, LLC Fiscal Year 2021-22 Second Quarter Draft Financial Statements as amended to move $8600 from the Meridian Court expenses line item to the 238 Sierra Manor Road expenses line item on the MLH Inc. 2nd Quarter 2022 Statement of Activities.

For (8): President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Carried (8 to 0)

5.4 **Regional Continuum of Care Status Update Related to Closure of IMACA's Housing Programs and Possible Program Transitions**

Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between Ms. Robertson and members of the Board.

5.5 **2021 Annual Report**

Executive Director Patricia Robertson reported that the 2021 Annual Report was not ready to present at this time.

5.6 **Consider adoption of Resolution 2022-06 Authorizing Acquisition of Property (913 Forest Trail, Mammoth Lakes, CA)**

Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between Ms. Robertson and members of the Board.

Moved by Board Member Tom Hodges
Seconded by President Kirk Stapp

Adopt Resolution 2022-06 Authorizing Acquisition of Property at 913 Forest Trail, Mammoth Lakes, CA.

For (8): President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Carried (8 to 0)

5.7 **Consider adoption of Resolution 2022-07 Authorizing Acquisition of Property (40 Willow Avenue, #5, June Lake, CA)**

Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between Ms. Robertson and members of the Board.

Moved by Board Member Brian D'Andrea
Seconded by Board Member Tom Hodges

Adopt Resolution 2022-07 Authorizing Acquisition of Property at 40 Willow Avenue, #5, June Lake, CA as amended to reflect an edit as discussed.

For (8): President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Carried (8 to 0)

5.8 **Consider adoption of Resolution 2022-08 Authorizing Acquisition of Property (156 East Clarke Street, City of Bishop, CA)**

Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between Ms. Robertson and members of the Board.

Moved by Vice President Jennifer Kreitz
Seconded by Board Member Heidi Steenstra

Adopt Resolution 2022-08 Authorizing Acquisition of Property at 156 East Clarke Street, City of Bishop, CA to preserve transitional housing in the region.

For (8): President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Carried (8 to 0)

5.9 MLH Programs Update

Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between Ms. Robertson and members of the Board.

6. Committee Reports

There were no Committee Reports provided.

7. Board Member Reports

Vice President Jennifer Kreitz reported that there was an item on tomorrow's Mono County Board of Supervisors (BOS) meeting to approve a contract with Sanjay Choudhrie for the position of County Housing Opportunities Manager. Ms. Kreitz said that she had attended the annual Point in Time (PIT) Count on February 23rd and reported that the numbers had decreased for all of the jurisdictions. She said that the residents at the Birch Creek property received rental assistance from the Continuum of Care (CoC).

Board Member Tom Hodges said that he attended the TOML Planning and Economic Development Commission (PEDC) meeting last week and reported that the Commission had approved a use permit for a six unit project on Manzanita Road which would take advantage of the Town's Density Bonus Plan.

President Kirk Stapp reported that the TOML Finance Department had been looking into reports of homeowners illegally converting Long Term Rentals (LTR) to Short Term Rentals (STR).

Ms. Kreitz announced that there was a joint meeting between the Mono County BOS and the Town of Mammoth Lakes (TOML) Town Council on March 15th which would include a discussion about affordable housing and collaboration.

There was discussion among members of the Board.

The Board went into recess at 8:00 p.m.

8.   **CLOSED SESSION**

The Board went into Closed Session at 8:10 p.m.

8.1   **Pursuant to Government Code Section 54956.8, the Board will hold a closed session to discuss property negotiations and possible staff direction and/or action – Assessor's Parcel Number 033-165-019-000**

Property: 550 Mono Street, G-201, Mammoth Lakes, CA 93546

Negotiating Parties: Patricia Robertson representing MLH (prospective buyer); Angela Tonetti McFall (Owner)

Under Negotiation: Terms of sale

The Board came out of Closed Session at 8:23 p.m.

President Kirk Stapp announced that the Board voted to choose Option 1: Purchase the unit from the current Owner and close escrow within 90 days. Funds would be requested via the Town of Mammoth Lakes utilizing the Bridge Program. The motion was made by Vice President Jennifer Kreitz and seconded by Board Member Tom Hodges, and carried by an 8-0 roll call vote.

9.   **Adjourn**

The meeting will adjourn to the next regular Board meeting.

The meeting was adjourned at 8:24 p.m. to the next regular Board Meeting.

Angela Plaisted, Assistant Clerk	Patricia Robertson, Secretary
Town of Mammoth Lakes	Mammoth Lakes Housing, Inc.

Mammoth Lakes Housing Board

Special Meeting Minutes

March 14, 2022, 2:00 p.m.
437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members Present: President Kirk Stapp, Vice President Jennifer Kreitz, Board
Member Lindsay Barksdale, Board Member Tom Hodges, Board
Member Agnes Vianzon, Board Member Tony Perkins, Board
Member Heidi Steenstra, Board Member Brian D'Andrea

_____

1.   **Call to Order**

President Kirk Stapp called the meeting to order at 2:05 p.m. in the Council
Chambers at 437 Old Mammoth Road, Mammoth Lakes, CA. President Stapp
attended the meeting in person, the rest of the Board attended the meeting via
videoconference.

2.   **Public Comments**

There were no comments given at this time.

3.   **CLOSED SESSSION**

The Board went into closed session at 2:07 p.m.

Vice Chair Jennifer Kreitz joined the closed session via videoconference at
2:21 p.m.

3.1 **Pursuant to Government Code Section 54956.8, the Board will hold a closed session to discuss property negotiations and possible staff directions and/or action – Assessor's Parcel Number 008-010-41**

Property: 935 Spruce Street, Bishop, CA 93514

Negotiating Parties: Patricia Robertson representing MLH (prospective buyer); Silver Peaks Limited Partnership (Owner)

Under Negotiation: Terms of sale

The Board came out of closed session at 2:56 p.m.

President Kirk Stapp announced that there was no reportable action.

4. **Policy Matters**

4.1 **Consider adoption of Resolution 2022-09 Authorizing the Executive Director to execute documents in order to accept the role of Administrative Co-General Partner in the Silver Peaks, Limited Partnership**

Executive Director Patricia Robertson outlined the information in the Resolution.

There was discussion between Ms. Robertson and members of the Board.

Moved by Board Member Brian D'Andrea
Seconded by Vice President Jennifer Kreitz

Adopt Resolution 2022-09 Authorizing the Executive Director to execute documents in order to accept the role of Administrative Co-General Partner in the Silver Peaks, Limited Partnership, subject to the Executive Directors' negotiation of a satisfactory Memorandum of Understanding (MOU) with Visionary Homebuilders.

For (8): President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale, Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins, Board Member Heidi Steenstra, and Board Member Brian D'Andrea

Carried (8 to 0)

5. **Adjourn**

The meeting was adjourned at 3:00 p.m. to the next regular Board Meeting.

Angela Plaisted, Assistant Clerk	Patricia Robertson, Secretary
Town of Mammoth Lakes	Mammoth Lakes Housing, Inc.

Mammoth Lakes Housing Board Meeting
MINUTES

Wednesday, March 30, 2022, 8:00 p.m.
Teleconference Only - No Physical Location

Members of the Board

President Kirk Stapp, Vice President Jennifer Kreitz, Board Member Lindsay Barksdale,
Board Member Tom Hodges, Board Member Agnes Vianzon, Board Member Tony Perkins,
Board Member Heidi Steenstra, Board Member Brian D'Andrea

NOTE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Mammoth Lakes Housing, Inc. at (760) 934-4740. Notification 48 hours prior to the meeting will enable Mammoth Lakes Housing, Inc to make arrangements to ensure accessibility to this meeting (28 CFR 13.102-35.104 ADA Title II).

NOTE: This meeting will be conducted pursuant to the provisions of Assembly Bill 361 (AB361) which amends certain requirements of the Ralph M. Brown Act. You are encouraged to attend this meeting by utilizing the Zoom link below.

ZOOM INFORMATION:
Join from a PC, Mac, iPad, iPhone or Android device: https://us02web.zoom.us/j/86416450678

Meeting ID: 864 1645 0678
One tap mobile
+16699009128,,86416450678# US (San Jose)
+12532158782,,86416450678# US (Tacoma)

Dial by your location
        +1 669 900 9128 US (San Jose)
        +1 253 215 8782 US (Tacoma)
        +1 346 248 7799 US (Houston)
        +1 646 558 8656 US (New York)
        +1 301 715 8592 US (Washington DC)
        +1 312 626 6799 US (Chicago)
Meeting ID: 864 1645 0678
Find your local number: https://us02web.zoom.us/u/kehXyEDrl0

Public comments can be submitted to the Executive Director at patricia@mammothlakeshousing.org or may be made via Zoom or via phone during the meeting.

1. **Call to Order**

   President Kirk Stapp called the meeting to order at 8 PM. Board members Agnes Vianzon and Brian D'Andrea were absent. All others were present.

2. **Public Comments**

   Sandy Hogan made public comment regarding the contracting process with the Town of Mammoth Lakes. She commented that a longer contract, perhaps three years, with broad goals and objectives may serve the purpose more effectively.

3. **Policy Matters**

   3.1 Consider adoption of Resolution 22-09, to update Resolution 19-03 which authorized Mammoth Lakes Housing to submit an application for a Home Investment Partnerships Program (HOME) Community Housing Development Organization (CHDO) application for the commercial conversion to eleven one-bedroom apartments

   Executive Director, Patricia Robertson gave background information regarding the previously approved Resolution 19-03 which authorized a HOME application up to $2 million. The State has asked MLH to approve an updated resolution which would authorize an award up to $3.5 million. The State is moving forward to request a waiver on the per-unit subsidy maximum from HUD and therefore, a new resolution from MLH authorizing the increased amount is required. Staff recommends that the Board adopt Resolution 22-09 to accept an increased award up to a maximum of $3.5 million.

   Vice President Jennifer Kreitz made a motion to approve Resolution 22-09.

   Board member Tom Hodges seconded the motion.

   The motion passed 6 ayes; 0 nays; 2 absent.

4. **Adjourn**

   President Kirk Stapp adjourned the meeting at 8:21 PM to
   the next regular Board meeting.

Patricia Robertson, Secretary
Mammoth Lakes Housing, Inc.

*Mammoth Lakes Housing, Inc.
supports workforce housing
for a viable economy and
sustainable community.*

STAFF REPORT

Subject: Receive a presentation on the Community Survey results

Presented by: Patricia Robertson, Executive Director

BACKGROUND

The Board of Directors directed the Marketing Committee in February 2021 to move forward with an RFP process to select a firm to assist with rebranding/marketing strategy in anticipation of MLH's 20th anniversary in July 2022. At the June 7th Board meeting, the Board approved moving forward with Jessica Kennedy and Keri Davis for services.

MARKETING PLAN

Staff met extensively with Jessica Kennedy to inform her research with stakeholders. She also performed an audit of our current marketing systems.

Part of the deliverables was to create a community survey to gather feedback regarding priority programs and marketing preferences.

The survey was open to the community online for approximately 6 weeks.

It was available in both English and Spanish.

Those that completed the survey were able to redeem $1 off their coffee at Looney Bean Mammoth.

Advertising included:
- Facebook
- Fliers
- Mono County Job Seeker newsletter
- Chamber email newsletter
- Extensive personal communication by both MLH and Jessica Kennedy
- Clients could complete it in the office with staff assistance

185 community members provided valuable insight.

NEXT STEPS
This information will be used to inform the marketing strategies and strategic priorities of the organization moving into our 20th year.

RECOMMENDATION
The Board should review the community survey results and provide feedback.

ATTACHMENTS
1. Community Survey Results presentation

*Mammoth Lakes Housing, Inc.
supports workforce housing
for a viable economy and
sustainable community.*

STAFF REPORT

Subject: Consider acceptance of the Marketing Plan prepared by Jessica Kennedy
                      as part of the 20th Anniversary Rebranding efforts

Presented by: Patricia Robertson, Executive Director

BACKGROUND

The Board of Directors directed the Marketing Committee in February 2021 to move forward
with an RFP process to select a firm to assist with rebranding/marketing strategy in anticipation
of MLH's 20th anniversary in July 2022. At the June 7th Board meeting, the Board approved
moving forward with Jessica Kennedy and Keri Davis for services.

The last time the Board received a formal staff report update was in August 2021.

MARKETING PLAN

Staff met extensively with Jessica Kennedy to inform her research with stakeholders. She also
performed an audit of our current marketing systems.

1. Get Clarity on Organization & Ecosystem
2. Gather Community Thoughts/Needs
3. Audit Existing Marketing Programs
4. Create Marketing Plan

Final Product: A Marketing Plan that effectively guides the organization in maintaining and
growing marketing programs.

NEXT STEPS

1. Re-naming Process
   a. Staff sent the Board (past and present) and staff a brief survey regarding name and
      imagery preferences
   b. A long-list of potential names will be reviewed with the design team and the
      Marketing Committee to create a short-list
   c. A short-list will be shared with the Board of Directors

2. Begin Graphic Design for new logo utilizing feedback from the Market Research and the re-naming process

3. Dive into new website development

4. Complete Rebranding/Marketing process by 20th Anniversary – Goal Summer/Fall 2022.

<u>RECOMMENDATION</u>
The Board should review the final Marketing Strategy, provide feedback and consider approval.

<u>ATTACHMENTS</u>
1. Draft Marketing Plan, April 2022

Mammoth Lakes Housing Marketing Plan

Draft 1.4 – April 2022

Table of Contents

1. Introduction & Background

This marketing plan was created as part of Mammoth Lakes Housing's marketing/rebrand project for its 20th anniversary. The Mammoth Lakes Housing board allocated funding toward this project during the budgeting process in the summer of 2021.

The affordable housing crisis in the Eastern Sierra is dire – in Mammoth Lakes/Mono County alone, nearly 600 more housing units are needed this year to meet demand. With Mammoth Lakes Housing's work in higher need than ever before, a clear marketing plan will help the organization focus its efforts on talking directly to its target markets.

All MLH marketing efforts should ladder up to MLH's goals and portray the MLH brand of the future rather than that of the past. This marketing plan will be used to guide the organization rebrand in 2022, and it will also be used by current staff to guide their marketing efforts/priorities and help new staff get oriented to MLH's programs, mission, and brand.

2. Organization Overview

Mission Statement

Mammoth Lakes Housing, Inc. supports workforce housing for a viable economy and a sustainable community.

Vision Statement

Communities in the Eastern Sierra thrive because everyone has access to safe, affordable, quality housing.

Purpose (per Articles of Incorporation)

The public and charitable purposes of the corporation specifically include **providing**, **assisting** in the provision of, and/or **facilitating** the **creation of affordable housing within the counties of Alpine, Mono and Inyo** in the State of California through **any means or method authorized by law** and which will carry out the corporate purpose.

Who Is MLH?

Mammoth Lakes Housing is a nonprofit benefit corporation, created in 2002 to support workforce housing development in Mammoth Lakes. MLH is also recognized by the State of California as a Community Housing Development Organization (CHDO).

MLH works to support and facilitate community housing at all income levels, however the priority is serving low to moderate income levels (50-80% AMI levels). MLH also serves as an advocate for the needs of the Latino community in Inyo, Mono and Alpine counties.

Main Services

Building and Facilitating New Housing

MLH serves in various capacities to get more community housing units built in the region from performing as the developer, assisting partners with securing grant funds, to managing units, both rental and for-sale.

Getting People Into Housing

MLH provides home loan and ownership services to help the local workforce purchase homes. They also manage wait lists, provide referrals, and partner to implement innovative housing matching programs.

- Manages down payment assistance programs for the Town of Mammoth Lakes and Mono County
- Provides loan portfolio management for the Town of Mammoth Lakes and City of Bishop
- Developed down payment assistance guidelines for 80-120% AMI group
- Developed Bridge Loan Program guidelines in partnership with the Town of Mammoth Lakes to expand Homeownership Land Trust opportunities
- Manages CalHome Program Reuse funds for manufactured home loans
- Provides homeownership land trust stewardship for 40+ homes priced below market (deed restricted)

- Provides property management services for MLH-owned properties including both permanent and transitional housing units
- Works collaboratively to increase the number of ownership deed restrictions in the region
- Offers first time home buyer education classes and foreclosure counseling services
- Provides referral services in English and Spanish for rental services, waitlists, applications, and legal services
- Speaking on behalf of members of the community who can't attend meetings
- Develops (builds/rehabs) new housing like Access Apartments project
- Receives land and cash asset donations for affordable housing projects

Keeping People In Housing

MLH provides a range of services that keep people in their existing housing.

- Tenant education
- Rental management
- Legal referrals
- Monitoring regulatory agreements
- Stewardship of deed restrictions
- COVID Emergency Rental Assistance program
- Participates on the regional Continuum of Care as a stakeholder and service provider

Attracting Capital

MLH is the regional expert for garnering state grant funds for housing programs. MLH works with partners to secure grants, tax credits, and bonds from both state and federal sources for regional community housing projects and programs. MLH advocates at the State and Federal level for funding in our rural communities.

MLH fundraised nearly $1,000,000 for the COVID Emergency Rent Assistance program, plus more than $62,000 already toward the Access Apartments project. **Since inception, the organization has leveraged more than $55 Million for workforce housing programs and projects.**

Gathering Community Input

MLH brings community voices, in particular the Latino community, into regional community housing conversations.

- Hosting community events
- Creating surveys and opportunities for feedback/ideas (and regularly reviewing results)
- Partnered with Mono County to create temporary, grant-funded Latino Housing Coalition
- Hiring bilingual/bicultural employees
- Participating in Diversity, Equity, & Inclusion trainings and conversations in the regions
- Board make-up requires ⅓ of Board members represent the low-income community

Fostering Collaboration

MLH provides facilitation and collaboration support services in the Inyo/Mono/Alpine county region to accelerate solutions to community housing issues.

- Participates in the Eastern Sierra Council of Governments (ESCOG)
- Worked with Chamber of Commerce on setting up tenant/landlord matching program
- Formed board committees to focus on specific aspects of the organization
- Intensive coordination with Town of Mammoth Lakes housing coordinator
- Provides consulting services to jurisdictions, businesses, developers, and other nonprofit organizations on housing issues
- Acts as the go-to local nonprofit partner for developers
- Talks with local organizations interested in creating housing programs (advising and/or running these programs)
- Provides real estate brokerage services to support local home buyers

Organization Successes

The organization has had many successes in its nearly 20 years of operation. Some highlights include:

- Purchasing 238 Sierra Manor Road in 2017 (now called Access Apartments)
- Starting and administering the COVID Emergency Rental Assistance Program

- - Received the Mammoth Lakes Chamber of Commerce's Pandemic Champion Award in 2021
- Helping 130 families buy their first home in Mammoth Lakes (either with down payment assistance, deed restricted ownership, or both)
- Managing and operating 6 affordable housing rentals
- Providing local nonprofit partnership for 78 low-income housing tax credit (LIHTC) units in Mammoth Lakes
- Maintaining and growing a strong, passionate, and committed board of directors who have formed active committees; creating a strong shared board and organization voice

Organization Challenges

Challenge #1: Limited Funding/Staff Capacity

One of MLH's biggest challenges has been its limited staff capacity. Operated mostly as a staff of two full-time employees, MLH is tasked with solving (and being blamed for) all of the housing issues in Mammoth Lakes. The organization is looked to for all housing answers/resources, while also being tasked with a long list of duties in its operating contract with the Town of Mammoth Lakes. Due to the complicated relationship with the Town and the heavy workload, staff do face burnout, which has resulted in three Executive Directors in a 10-year period.

MLH is the go-to resource in Mammoth Lakes for people to find housing information, so the organization spends a ton of time talking to people who walk into their office, call them, or email them. They regularly spend time walking people through program requirements, applications, etc. – and these people don't have another place to turn for help.

The two staff members have more than they can accomplish in each day, week, month, and year, and there are many more programs the organization would like to offer or get involved in, but staff isn't able to add more to their full plates.

It's a catch-22 with the organization needing to expand (and the community wanting more action/programs from MLH) but not having the staff capacity to explore or execute new programs.

Challenge #2: Many Organizations Working on Different Housing Projects

Since MLH is the go-to housing organization, they field calls for all housing issues and programs, not just the ones they offer/administer.

Just in Mammoth Lakes, the local Chamber of Commerce, the Town of Mammoth Lakes, Mono County, IMACA, and Wild Iris all have housing or housing-adjacent programs. But there's no central person or organization coordinating these efforts. Additionally, the private sector manages housing units including Blizzard Property Management and Mammoth Mountain Ski Area.

While all the organizations do their best to put out information, none of these organizations has a strong, consistent marketing presence that reaches people who need these programs. People aren't sure where to go for housing information – there's not one central resource. And it's rare that all of these organizations get together to discuss programs and work on collaborative problem solving.

Challenge #3: The Bigger Picture of Affordable Housing Issues

The lack of affordable housing and overall "housing crisis" are issues across the United States, especially in mountain/tourism-focused areas. These issues have worsened since the COVID-19 pandemic. Mono, Inyo, and Alpine Counties are far from alone in the struggle. It has become far more difficult for low and middle income individuals and families to find and secure housing.

There are many moving parts when it comes to possible solutions to the affordable housing crisis. MLH is well-positioned to take advantage of things like grant funding, but the organization still has to think creatively and work hard/quickly to take advantage of state and federal funding programs for affordable housing projects.

The seemingly obvious solution to the affordable housing crisis ("build more housing") is more complicated and costly than ever with changes to the construction/building industry, the current high prices of real estate across the region, and the Eastern Sierra's limited private land available since so much of the region is owned/operated by the U.S. Forest Service and other public agencies.

Challenge #4: Not Being Able to Help People

One of MLH's biggest challenges, and something we saw in the 2022 Community Survey, is not being able to help people who contact them. Many people contact MLH in hopes of getting housing assistance or finding available rentals or help purchasing a home, but MLH's programs are limited (in funding and scope) and have strict guidelines on who can participate. Additionally, the Apartment Vacancy Rate is historically below 1% so there aren't any vacancies to refer people to.

Since the organization is understaffed and trying to help everyone with limited resources, people often leave without their problems being solved. Some people seem disappointed that MLH didn't respond with empathy or compassion to their situation, while others appreciate feeling seen even if MLH wasn't able to connect them to any resources.

When people reach out to MLH, whether in person, by phone or by email, and leave without any more resources to solve their housing issues (or leave feeling like they weren't listened to), the community trust in the organization erodes. Even though many people have very favorable opinions of MLH, these sour experiences are hard to overcome.

3. Marketing Goals Overview

Many of the marketing efforts and suggestions in this document will serve a variety of purposes and reach a variety of people. Here are the top goals these marketing efforts seek to accomplish.

Enable MLH to Complete More Housing Development

Like all nonprofits, MLH needs financial resources to solve community housing problems. This marketing plan focuses not only on reaching people MLH can serve through its programs, but also on private donors and community leaders/organizations to further establish MLH as the go-to regional housing leader.

This marketing plan seeks to raise more awareness around MLH's programs, advocacy, and professionalism. Raising the professionalism and appearance of MLH's marketing efforts will

better position the organization to receive public and private funding. Focusing on marketing systems that reduce staff time will help MLH focus their time on the work that matters most – acquiring, building, and managing housing units.

Improve/Expand MLH's Regional Reputation

Inyo County, the City of Bishop, and Alpine County likely aren't familiar with Mammoth Lakes Housing, and if they are, they see it as a Mammoth-specific resource. This marketing plan seeks to expand MLH's regional awareness and position them as the community housing leader.

Within Mammoth Lakes, some work needs to be done to combat a negative reputation. While we may not be able to change people's past experiences with MLH, we can use marketing materials to improve this relationship going forward. Marketing efforts in this plan seek to minimize the use of staff time, and hopefully with a stronger marketing plan and better marketing materials, staff will be able to better serve the people who come to them for help.

Create a Sense of Community Ownership in MLH

This marketing plan seeks to help the broader region rally around MLH as the housing solutions provider and advocate. We want to give people hope that housing issues will get better, and that the local communities are actively trying to solve this problem. We want everyone to feel like they can contribute to the success of MLH, whether they're spreading the word, forwarding an email, donating $20, or donating a condo or piece of land they own.

Increase Interest in Volunteer Opportunities and Board Service

With better marketing materials and more info about what it's like to get involved with MLH, we'll hopefully see more people interested in working with MLH, whether through board service, as a volunteer, or just as a community member who supports MLH. We hope to draw more diverse interest so all voices can be heard (and advocated for) through MLH.

Better Serve Clients Interested in MLH's Programs

This marketing plan seeks to get people to the right resources/housing solutions more quickly so they can waste less time hunting around. We want to make it clear who MLH serves so there's less confusion, disappointment, and upset around its programs.

Increase Local Awareness and Understanding of Housing Issues Overall

The unfortunate reality is that the housing crisis is going to be an incredibly hard problem to solve, and solutions will be incremental. We want to remain hopeful and optimistic, but we also want to share the bigger picture of housing issues overall in the U.S. MLH would like to increase understanding of complex housing issues and break down the confusion around common terms like affordable housing, AMI, workforce, etc. With better housing literacy, people will be better able to contribute to community housing solutions, whether that's voting in a Town Council/County Supervisor election, trying to recruit employees, making comments on local issues, writing letters to the editor, etc.

Another key goal is making sure people know which agencies are responsible for which housing programs in the region. There is currently no regional housing coordinator, but MLH would like to step into that role, and MLH is well-positioned to guide people to the right resources/agencies to help them.

4. Target Markets (Who We're Talking To)

While MLH wants to reach a wide variety of people, defining four key target markets will help staff and board members when considering which marketing efforts, types of language, imagery, etc. will work most effectively. Knowing who you're talking to is a key part of any good marketing strategy.

These target markets are the top-level categories MLH wants to communicate with. Through board member and staff discussions, MLH would also like to do a better job reaching:

- Seasonal employees
- Residents in Inyo/Mono/Alpine Counties (outside of Mammoth)
- Local realtors
- People in the "missing middle" (defined in the 2017 CHAP as 80-200% AMI)
- Second homeowners
- Private donors

- Other nonprofit and community agencies (Social Services, Continuum of Care, SHINE, places of worship, etc.
- Housing developers
- Local business owners
- Community groups (Mammoth Voices, Rotary/Lions clubs, etc.)

Market A: Housing Seeker Who Is Rooted and Not Open to Moving Away

This target market group includes many of the folks MLH currently (and historically) serves. They are the backbone workforce of the community, but they don't feel secure in their housing situation.

They may be renting a home in less-than-ideal condition, or they have a good rental but they're worried their landlord will kick them out to sell, move in, or rent to someone at a higher price. They may be dealing with constant rent increases. They're rooted in the area and committed to living here, but they dream of having a stable, safe, long-term place to call home for themselves and/or their families. They have no interest in leaving the community.

MLH provides a path forward for them – someone to listen to them, resources they can explore, a waitlist to sign up for. Even if MLH isn't able to offer solutions currently, they offer empathetic listening and a way for people to share their stories and ideas for housing solutions. After connecting with MLH, they feel heard and hopeful that solutions are being worked on. They know what materials to gather to participate in a program.

This group has very limited time, so the message needs to be clear on what programs they can take advantage of and how to sign up for them (avoid redundant info gathering). They need clear instructions on how things work, what to expect, what the next steps are, and where to find other resources.

How we can reach them:
- Through the school system
- Through their employers (through the Chamber of Commerce, a business owner-focused email newsletter, MMSA HR, etc.)
- Through social services departments and nonprofit organizations
- Through radio and/or newspaper ads
- Through Facebook and Instagram posts/ads

- Through a properly search engine optimized website when they're looking for resources or hear MLH recommended from other people, organizations, etc.
- Through brochures/visits at the MLH office
- Through family-friendly community events providing free food/other resources

Market B: Housing Seeker Who Wants to Stay but Is Open To Moving Away If Necessary

This target market group has also been served by MLH, and they're another key segment of the local workforce. They may feel more financial and housing security than Market A, but they don't see a path forward for them in the community. They don't know how they'll ever afford to have a home and/or raise a family here, so they're open to moving to another community with more affordable housing and a lower cost of living.

They're committed to their community and don't want to leave, but they wonder if it's worth it to keep struggling to stay. They thought they could work hard and make it work out, but good housing feels increasingly out of reach.

MLH can help them get a realistic understanding of their options so they can better plan their housing search. MLH empowers them through home buyer education courses and can work with them as their real estate broker.

After connecting with MLH, they'll have a more realistic understanding of what housing options exist for them (if any), and even if they can't use MLH programs, they can make their decision to stay or leave the community with more data. In the best case scenario, they'll see a path forward to the future they dream of in their current community. They'll feel supported and hopeful.

How we can reach them:
- Through Facebook and Instagram posts/ads
- Through their employers (through the Chamber of Commerce, a business owner-focused email newsletter, MMSA HR, etc.)
- By offering educational homebuyer materials and events (their time is limited too so they need ways to access info asynchronously)
- Through MLH's email newsletter
- Through a properly search engine optimized website when they're looking for resources or hear MLH recommended from other people, organizations, etc.

- Maybe through radio/newspaper ads
- Maybe through the school system

Market C: Community Partners/Leaders

In addition to program participants/clients, MLH needs to continue building and deepening relationships with community partners and leaders in the tri-county area. This target market encompasses the "gate openers" of the community – people who are well-connected, stable in their jobs and living situations, and aware of the bigger problems and issues in their community.

These people aren't housing experts and may be hesitant to get involved in housing issues, but they want to contribute to a solution and do their part through their business or organization to help ease the local housing crisis. They're worried the housing crisis will irreparably change the community, but they're not sure what they can do about it.

After learning more about MLH and connecting with the staff/board members, these people feel more hopeful about the future. They know how they can get involved, where to share feedback, and where to send people looking for housing info. They feel optimistic knowing there's a regional leader working to solve the housing crisis.

How we can reach them:
- Through community meetings like Chamber of Commerce, public meetings, business roundtable calls, etc.
- Through other organizations' email newsletters (TOML, Chambers of Commerce, etc.)
- Through MLH's email newsletter
- Through a properly search engine optimized website when they're looking for resources for their employees/network
- Through peer to peer marketing (they hear about MLH from other people who are connected in the community)

Market D: Financial Donors

MLH is also seeking to expand its donor base so the organization can grow and better serve the tri-county area. Financial donors have disposable income to donate to a non-profit. Some are local, but more are second homeowners or visitors who live outside the community and feel great love for and connection to the communities MLH serves.

They're aware there's a housing crisis and they want to contribute however they can to a solution. They also want to have a good experience visiting or living in the community. These visitors and second homeowners want to be good/ethical community members, but they don't know how to do that.

MLH gives them a way to financially contribute to helping the Eastern Sierra improve so the communities can thrive for generations to come. MLH shows that it's reputable, transparent, and mission-oriented, and it's clear how their money will be used. MLH also provides a way for visitors and second homeowners to stay in the know about the local community.

After connecting with MLH, these people feel relieved to have found a way to contribute, and they happily spread the word to other people who love Mammoth. They feel empowered being part of the solution.

How we can reach them:
- Through the places they frequent when they visit (Vons, Rite Aid, Mammoth Brewing Company, Mountain Rambler, June Lake Brewing/Ohanas, nice restaurants, local visitor centers) - possibly through campaigns like the coffee sleeve/drink coasters program
- Through out-of-market promotions (partnering with Visit Mammoth / Mammoth Mountain on certain campaigns?)
- Through MLH's email newsletter
- Through other local non-profits' email newsletters ("here are other causes we encourage you to support")
- Through articles about the housing crisis in local newspapers
- Through updates from their HOAs and/or realtors
- Through a properly search engine optimized website when they're trying to learn more about the housing crisis in the area
- Through direct mail campaigns to area homeowners
- Through in-person fundraising events

5. Brand Overview & Evolution

The MLH Brand of the Past

Internally, the MLH brand is strong. It's this strong mission (and the organization's "why") that this marketing plan seeks to spread externally.

We are hardworking and dedicated. We are a family – we regularly eat together at board meetings). We are a listening ear. We are entrepreneurial and creative problem solvers. We are advocates.

What MLH is when at its best:
- MLH works to help the community thrive; create accessible, safe, clean, affordable housing; provide housing resources/guidance for those experiencing poverty and financial hardships; and ensure equity and justice in its programs and conversations it's a part of.
- MLH believes the cornerstone of a strong community is stable housing. They believe the workforce deserves respect. They're working for the future – the children of today and tomorrow in the Eastern Sierra.

What the community sees MLH as:
- MLH is THE organization in Mammoth Lakes that works on housing issues. Thus, MLH takes much of the blame for the local housing crisis, even though they're actively working toward solutions.
- There's a sense that MLH tries and works hard but isn't able to accomplish much. They're not able to move the needle. They're not doing *enough*.
- Since MLH has been understaffed and over-tasked for years, there is quite a bit of negative sentiment about the organization – not only not doing enough, but being discouraging or disrespectful to people who reach out about housing programs.
- Some people have heard of MLH but think it's part of the Town of Mammoth Lakes.

The MLH Brand Going Forward

The MLH brand of the future is what MLH staff and board members already see the organization being capable of in its best state: the go-to organization creating accessible, safe, clean, and affordable housing for all people in the Eastern Sierra region.

MLH ensures equity and justice in its programs and the conversations it's a part of. All of its resources and programs are accessible to all. Through marketing materials and staff interactions, MLH is seen as an empathetic, professional, experienced, supportive, and nimble organization doing everything it can to come up with solutions to the Eastern Sierra's housing crisis.

MLH is building the future of the Sierra by working on improved access to stable housing for everyone.

The MLH Name

Mammoth Lakes Housing's reputation is bound by its name. People assume MLH handles Mammoth Lakes housing issues only, and this has historically been true. But as the organization seeks to expand, the "Mammoth Lakes" name may keep MLH stuck in the past.

Additionally, communities outside of the Mammoth area may not connect with Mammoth Lakes and may be wary of organizations based there. Bishop, unincorporated Inyo County, unincorporated Mono County, and Alpine County might feel more ownership and trust in the organization if it had a more geographically-inclusive name.

The renaming process will take place during the graphic design/rebrand process for the 20th anniversary rebranding in 2022. Here are a few initial possibilities: Community Housing Partners, Resilient Together, High Altitude Housing Solutions.

Key Messages

- Affordable housing is a right. MLH believes everyone deserves safe, clean, affordable housing.
- Affordable housing programs are necessary to keep our community vibrant.
- It takes a village. A rising tide lifts all boats. Everyone in our community has a role to play in helping create affordable workforce housing.

- MLH needs your help to solve the housing crisis. MLH is mobilizing the community (including second homeowners, business leaders, and tourists) to contribute in various ways to improve the local housing situation.
- MLH works on (and promotes) housing programs for people of all income levels.
- MLH builds and develops housing, gets people into housing, attracts capital for housing programs, gathers community input, and fosters collaboration on housing solutions in the region.
- MLH works in Inyo, Mono and Alpine Counties. MLH is the go-to housing organization for the tri-county area.

6. Community Overview

Other Organizations Offering Housing/Housing-Adjacent Programs

The Town of Mammoth Lakes

The Town of Mammoth Lakes handles a variety of housing programs on their own and in partnership with MLH. They are working on some of their own development projects (60 Joaquin Road), building The Parcel in partnership with Pacific Companies, working on the Bridge Loan Program with MLH, providing some funding for Access Apartments, working on deed restriction monitoring, and handling the town ordinances/code side of housing issues (making sure projects comply with the Housing Element, updating codes based on new state laws, dealing with residential code compliance issues, etc.)

The Town of Mammoth Lakes just published a [Housing Now page](#) providing an overview of most of the agencies in Mammoth offering housing programs. MLH should create a similar page on its website. The Housing Now page is somewhat hard to find on the town website, and it's not found in a quick Google search. The Town also has a [general Housing page](#) with links to housing-related documents but no clear resources for finding housing.

Mammoth Lakes Chamber of Commerce

The Chamber of Commerce in Mammoth had a housing coordinator hired but does not currently have anyone in the position. The Chamber's main housing program is a landlord-tenant matching program that MLH helped set up. They haven't done many matches, but they've had high renter interest. This service is performed as part of a contract from the Town of Mammoth Lakes. The Chamber board of directors is interested in getting more involved with housing programs/development, but no other programs are happening right now.

The Chamber has a separate website for its [Workforce Housing matching program](#) that doesn't offer much information, and there isn't much housing information on its website either.

Mono County

Mono County has been working on hiring a housing manager at a $99-121K salary level. They hope this position will take an active role in figuring out new housing solutions and providing housing guidance to the rest of the county staff/elected officials.

Mono County has worked with MLH on spreading awareness of their programs to the unincorporated parts of the county, but doesn't offer many housing programs of their own currently. It appears Mono County has a Housing Authority established in 2005 that oversees housing programs, including rental of Mono County's three affordable housing units. Like the Town of Mammoth Lakes, they handle code and plan/element related housing issues.

Mono County doesn't have a good system for disseminating info about its housing programs.

IMACA

IMACA is dealing with a lot of financial challenges and closing their housing department, which has historically been focused on the lowest income groups (emergency housing resources like hotel vouchers, utility payment intervention,etc.; administering the continuum of care). The organization has had a lot of turnover and has historically been focused more on Inyo County than Mono County. IMACA has a decent website but doesn't share much information about program specifics.

Wild Iris

Wild Iris provides emergency housing assistance related to domestic violence, sexual assault and child abuse. They offer emergency shelter, safety planning, and housing establishment/relocation. Wild Iris provides some info on its website, but not much specific info. They may pick up some of IMACA's former housing programs.

Note: Because these other organizations aren't doing well communicating their housing programs, and MLH is seen as the go-to housing organization, MLH's website and marketing materials should provide information on the housing programs other organizations are operating throughout the Eastern Sierra.

Community Sentiments

This marketing plan process included community research – interviews with board members, staff, and community leaders; an online survey; and watching many public meetings. These were the most repeated sentiments.

Housing Hopelessness

There's a strong sentiment in the Eastern Sierra of housing being a major and never-ending challenge. Even people who have a good place to rent are worried about the other shoe dropping and having to move. People feel like it's hard to live here and wonder how much harder/worse it's going to get (how much more will prices increase?) They feel like no one is working on this, and they're frustrated that the local governments have so much extra tax revenue with record tourism but aren't fixing the housing issue. People feel forgotten and left behind in favor of programs that cater to tourists and second homeowners. People feel like there's nowhere to turn for help – they can't find rental listings because there aren't any rentals available.

Negative Views on Affordable Housing & Living in Cars

Concerns were expressed about affordable housing complexes being poorly built, unsafe, or unclean. There were also concerns about the increase in people living in their cars, especially related to human waste. While the housing crisis is practically universally recognized, there's apprehension about affordable housing developments being done right.

Animosity Toward Nightly Rentals, Second Homeowners & Tourists

There's a strong tension between locals and tourists, which seems to have gotten worse throughout the pandemic. It's an us versus them mentality. People are also frustrated by remote workers and second homeowners buying up the housing stock and pushing up housing prices. People feel like the region only cares about bringing in more tax dollars, not about making life better for the people who live here.

Concern About Fundraising

In MLH's 2022 community survey, quite a few people felt that local governments should be fixing the housing crisis rather than a nonprofit asking for private donations. ("There's plenty of TOT money to fix it.") They also want fundraising efforts to focus on people with disposable wealth (not many locals these days) – second homeowners and tourists. They feel that these people are the ones to blame for the housing crisis and should be responsible for fixing it. For those interested in donating, they want to be sure the organization aligns with their values and they want to know exactly where the money will be going. They aren't super trusting of nonprofit organizations here.

7. Marketing & Distribution Plan

Brand Specifics

Brand Voice

The MLH brand voice is warm, welcoming, and inviting. It's professional and thoughtfully and intentionally designed. The brand is approachable and doesn't gate-keep. Basic language is used, and complex concepts are broken down so everyone can easily understand them. The language is inclusive (warm, approachable, welcoming, etc.), and the organization is always open to using terms that are more inclusive as it learns of them.

Marketing materials show the knowledge and expertise of the organization while still being understandable and easy to digest. MLH aims for an 8th grade reading level (best for websites) in all materials, uses proper punctuation, and uses exclamation points sparingly.

MLH avoids puns and wordplay. MLH doesn't use emojis or GIFs unless it feels like using them will help speak to the target market of a specific material.

MLH regularly uses words like: **community housing, land trust** (instead of deed restriction)**, workforce** (at varying income levels), **affordable housing, community, neighbors, friends, investment**.

MLH avoids words including: **low-income housing** and **deed restriction.**

MLH always explains acronyms if using them (and tries to limit acronym usage).

Organization Culture Adjectives

- Hardworking
- Passionate
- Responsible/trustworthy
- Proactive

- Supportive
- Familial
- Knowledgeable
- Helpful
- Solutions-oriented

- Creative
- Nimble
- Home-grown/local

Most Valuable Adjectives to MLH's Target Markets

These top adjectives are what MLH will want to convey through marketing materials and interactions with its target markets. Staff can ask themselves and each other, "does this material (text, image, Powerpoint, flyer, etc.) convey that we're [supportive and helpful]?"

Market A (lower income): supportive, helpful, familial
Market B (middle income): supportive, helpful, knowledgeable
Marcet C (community): solutions-oriented, hardworking, proactive, responsible
Market D (donors): solutions-oriented, creative, responsible, local

Key Platforms/Channels

MLH's 2022 community survey asked people where they currently get housing information and where they would like to get housing information.

The top responses for where they currently go were Facebook/Instagram, a local newspaper, and the MLH website, followed by Google searches and flyers/community bulletin boards. The top responses for where they'd like to go to find this info were 1) Mammoth Lakes Housing's website, 2) Mammoth Lakes Housing's email newsletter, 3) Facebook or Instagram, followed by a local newspaper, then a local government or county website/office, then flyers/community bulletin boards.

In the 8 responses from the Spanish survey, people currently get info from the MLH email newsletter and local organizations like IMACA/Wild Iris. They'd like to get info from the MLH email newsletter, then the MLH website, then Facebook or Instagram.

Website

MLH's website is the cornerstone of this marketing plan. Good marketing efforts for the organization will drive people to the website for more information, whether that's finding out how to donate, learning about a program they might be able to use, or just getting more familiar with what the local housing organization is doing. People automatically look for a website for more information about a brand, business, or organization, so this tool is of paramount importance.

Email Marketing

Email marketing is an essential tool for MLH to increase understanding of its programs. People that sign up for an email list are interested in what the list promises, so MLH has the opportunity to really bring supporters and potential clients into its fold through email campaigns. Plus, email campaigns are easy for people to share with their friends, families and colleagues.

Social Media

Facebook and Instagram have both become pay-to-be-seen platforms, so these platforms should be used with some ad budget and a focus on getting just enough content up on each platform for the profiles to look current (not abandoned).

Traditional/Print Media

Traditional media provides another way to try to reach people who aren't actively looking for MLH or housing programs but might benefit from being aware of the organization and its work.

People do pay attention to flyers on local bulletin boards, print ads in local newspapers, and radio/TV ads if they're tuned in.

Meetings/In-Person Events

There's value in showing up at public meetings to make public comments and presentations, and there's value to MLH being part of (and/or hosting) events that bring the community together, but this part of MLH's marketing is likely the most time-intensive and might not deliver equal ROI.

1. Website

MLH's website is its most important marketing asset, and it should get the budget and time to make it function as well as it can. All marketing efforts lead back to the website. Leading people to the website to easily find answers will reduce staff time spent answering the same questions and reduce the headache for the person reaching out to MLH.

Current Website Audit

MLH's current website has been pieced together over the years and is in need of a full redesign.

The current website pop-up seeks to guide people to the right place, but it doesn't give people all of the options. For people who are looking to use MLH programs, the popup may be a turn-off from trying to use MLH programs.

Once arriving on the home page, the slider doesn't provide one clear call to action. The Donate button is visible in the top menu but isn't prominent. The look and feel of the brand is dated and doesn't show the wonder of the Eastern Sierra region. The home page offers many places for people to click next but doesn't make it clear who should go where.

The website provides a lot of good information, but much of it is buried or hard to locate.

Website analytics (via Google Analytics):
- 15,323 users in 2021 / 14,531 users in 2020 (up 5.5%)
- 15,171 new users in 2021 / 14,414 new users in 2020 (up 5%)
- 20,763 sessions in 2021 / 21,522 sessions in 2020 (down 3.5%)

- 1.36 average sessions per user in 2021 / 1.48 average sessions per user in 2020 (down 8.5%)
- 42,478 pageviews in 2021 / 47,562 sessions in 2020 (down 11%)
- 1:38 average session duration in 2021 / 2:23 average session duration in 2020 (down 31%)
- 60.3% bounce rate in 2021 / 57.75% bounce rate in 2020 (down 4%)
- Locations from 2021 website visitors: 30% Mammoth Lakes, 15% Los Angeles, 6% Sacramento, 4% Roseville, 3.5% San Diego, 2% San Francisco, 2% Bishop
- Devices from 2021 website visitors: 51% mobile, 48% desktop, 1% tablet
- Acquisition from 2021 website visitors: 59% organic search, 31% direct, 6% referral, 4% social
  - Top pages for search traffic: Rent, Home, Rental Assistance Program, Buy - Communities - Aspen Village Townhomes, About - Board of Directors, Rent - Communities - Manzanita Apartments
  - Top pages for direct traffic: Home, Rent, Covid 19 Application, Donate, About, 2020 Annual Report
  - Top referrers: Mono County website, public.tableau.com, Town of Mammoth Lakes website, Chamber website
  - Twitter sent 107 people to the website in 2021, so not insignificant
- Home page load time is fairly slow (Google Page Speed Insights shows 40 mobile, 75 desktop; GTMetrix shows C 68%, 3.6s fully loaded time)

Improving the Website

- The new website should have a strong focus on SEO to make sure it's providing good content and ranking for certain keywords/key phrases and FAQs people have about housing and housing programs. A strong SEO strategy is also needed to get MLH's website to appear in searches for Inyo County, Bishop, and Alpine County. Specific location pages may be needed. If SEO is done well, Google PPC is likely not needed, but it could be used in the beginning to increase traffic in areas outside of Mammoth. Before any PPC ads are run, the website should be fully optimized to make the best use of ad spend.

- Make sure that Google Search Console is set up to monitor search traffic and learn more about how people are finding the site.

- For MLH, a blog provides an easy way to get timely updates posted, while also providing a great home for FAQ content. Good blog content builds trust in an organization. Sharing blog posts on social media is a great way to drive traffic back to the website, which helps with SEO. Blog posts may be able to answer questions people have without them contacting MLH in-person or by phone/email. People will be better prepared when they do finally reach out to MLH to participate in a program.

- The website should be designed to be fully accessible to people of all ability types/levels. I recommend striving for the highest level of WCAG compliance.

- The entire website should be available in both Spanish and English using a tool like G Translate for Wordpress (used by First 5 Mono) or a better tool if one is found. G Translate will allow MLH to manually edit translations, so staff should plan to review the Spanish version of the site every month or couple of months. All new content can be added in English and the plugin will automatically create a Spanish version. ($10-20/month for a translation plugin)

- The website could benefit from testimonials from community leaders, in addition to those from people who've been served by MLH's programs. These testimonials help establish MLH as the community housing leader.

- With a more modern, streamlined, UX-focused design, the MLH website will feel more inviting and easier to navigate, getting people to what they're looking for more quickly and with less frustration.

- The new website design process should include a thoughtful/strategic plan for re-organizing website content rather than just a new brand/design. Use the target markets to consider the experience each website visitor will have when landing on your site, and try to find the shortest, clearest path to get them to the resources they're looking for.

- Revise Board of Directors page so this page pulls in agendas/meeting minutes (and/or previews/meeting summaries), shows more personal info/photos of board members, and shares info about how the board works, how to get involved, and how to apply/hear about vacancies.

- Make sure the new website is optimized for page load time so people can easily access resources from mobile phones with or without wifi. Consider using a shorter list of plugins if all are not required.

Ongoing Frequency

Once the website is built, it shouldn't need much attention. I recommend:
- All plugins, WP core, and themes updated at least once a month (outsource this ideally)
- Blog posts published once a month
- Board meeting agendas, minutes (and possibly meeting previews & meeting summaries) posted monthly as blog posts on board page
- Spanish website translation reviewed once every month or two (especially for new pages)
- Quarterly analytics reviews to see if there are any problems
- Bi-annual analytics reviews to make changes to the website for better UX, come up with new content ideas, etc.
- Home page copy changed slightly every 6-12 months for SEO
- SEO strategy/progress reviewed on an annual basis
- All program/info pages updated whenever something changes so the website always has the most current info about projects, available programs, donations, etc.

Blog Content Notes

I recommend sharing a mix of evergreen and timely updates on the blog. Evergreen blog posts don't mention dates/time-specific things and can be used multiple times on social media and in email newsletters – dates can be updated on these to keep posts looking fresh as well. Timely updates are also good to share on the blog, but they probably can't be shared more than once or twice on social media/in email newsletters. Blog posts should be at least 300 words, and longer posts tend to help more with SEO (1200-2000 words).

Blog post ideas:

- Renting vs. Buying a Home in the Eastern Sierra *(all options require trade-offs, how to determine what's most important to you, etc.)*

- How Dedicated Safe Parking Areas Can Improve a Community *(developed bathrooms improve human waste issue, safer for people than dispersed camping, etc.)*

- Why You're Seeing Our Fundraising Ask on Your Coffee Cup *(partnership with MLT and local coffee shops, we're coming together as a community to work on housing, here's the short summary of Access Apartments, etc.)*

- What You Need to Know as a First Time Home Buyer *(repurpose the info in the home buyer class Powerpoint)*

- How to Make Sense of AMI *(give real life examples, share the chart about how many people/what income level, programs that serve each group, how the AMI is determined and how often it's updated, whether it's regional/state set etc.)*

- What Is a Community Housing Development Organization (CHDO) and Why Is MLH One? *(benefits in competing for funding, how it changes the operation of the org, etc.)*

Outsourcing/Budget

I always recommend people work with a professional website designer/developer if budgets allow. Websites can be a technical headache, easy to break, and hard to get right. An experienced website designer/developer who has a good sense of website UX and what works/what doesn't on a website will be a huge asset to the organization and its marketing goals.

Expect to spend: $8,000-20,000 for a website designer/developer (often multiple people are involved in the process as independent contractors or sub-contractors)

MLH staff can likely handle ongoing edits/blog posts, etc. in-house once the website is built. Blog writing can be outsourced; plan on $200-800 per post depending on length and experience level of the copywriter you work with.

Wordpress websites need careful care updating Wordpress core, plugins and theme(s), usually at least once a month. If you want a professional to manage this, plan to pay at least $50 and up to $200 per month to have someone keep your website secure and updated.

Goal Setting - Key Performance Indicators (KPIs)

More **users** and more **new users** on the site is generally a good sign that the website is reaching more people. But the metrics I recommend MLH focus on (and work on improving) are **session duration** (the average length of time people spend on your website), **bounce rate** (reducing the number of people who click on your site and immediately leave because it's not the right resource for them) and **pages per session** (the average number of pages someone visits when they land on your site).

When checking website analytics to see if progress has been made, I recommend checking data year over year for a monthly or quarterly (or longer) period (so check Jan 1 - March 31 for 2021 vs. those same dates in 2020). Feel free to check out one month or quarter compared to the previous one, but always check year over year data to account for seasonality in website data.

Suggested goals:
- Improve home page load time to under 3 seconds on Google Page Speed Insights for desktop and GTMetrix (currently 3.6s on GTMetrix)
- 10% Y/Y increase in users in 2022 (16,855 total)
- 10% Y/Y increase in new users in 2022 (16,688 total)
- 15 second increase in average session duration in 2022 (1:53 average)
- 5% decrease in bounce rate in 2022 (57.3% bounce rate)
- More traffic from Bishop (43 visitors in 2021)
- Higher percentage of traffic from referrals (other websites/partner organizations) and social media (Facebook and Instagram)

2. Social Media

Social media content should serve as social trust for the brand, mirroring the professionalism and dedication of the organization to people who stumble upon it on social media. Social media also has the potential to draw in new program participants, potential donors, and community members who may become supporters.

Facebook and Instagram business profiles now essentially require ad budget to see any significant reach on organic (non-boosted, no budget added) posts. Because of this, I don't

recommend spending too much time or money on organic social media content, but it's still important to show that the organization is active on both platforms.

Current Social Media Audit

Instagram - no data is available since the account can't be found/accessed (not currently in use)

Facebook
- As of 3/10/22:
    - 535 Likes
    - 587 Follows
- Most posts have less than 5 Likes, and most are reaching 40-150 people
- Recent posts are mainly about MLH events, COVID financial assistance, and fundraising updates on Access Apartments; most posts instruct people to call MLH to learn more about programs or view a Facebook event page
- Many posts are shared from other pages (Housing California, Town of Mammoth Lakes, etc.)
- Recent posts include links to specific MLH website pages, but older posts rarely drive traffic to the website
- Boosted posts
    - The Spanish survey boosted (budget added) post reached 1,129 people and got 1 like, 21 link clicks, and 1 share; the English survey boosted post reached 2,204 people and got 31 likes, 156 link clicks, and 13 shares
- Audience insights
    - 63% women, 37% men
    - 35% of audience from Mammoth, 6% from Bishop, 3% from Los Angeles, 2% from Bakersfield, 2% from June Lake, 2% from Sacramento, 2% from San Diego and 1% from San Francisco
- Year over year (2021 vs. 2020), Facebook page reach is down nearly 60%, Facebook Page Visits are down 56%, and New Facebook Page Likes are down 63%. This is to be expected as Facebook continues being a pay-to-play engagement machine and with no existing social media strategy.

Top Facebook posts in 2021:

Content ⓘ

Sep 27, 2021
Mammoth Lakes Housin...
ⓕ Post
Reach   1,550

Mar 28, 2021
Door-step appointments...
ⓕ Post
Reach   847
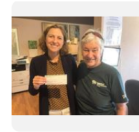
Jul 20, 2021
Our first donation towar...
ⓕ Post
Reach   546

Jul 4, 2021
Happy Independence Da...
ⓕ Post
Reach   386

Oct 13, 2021
This Saturday from 3-5 ...
ⓕ Post
Reach   361

Feb 19, 2021
We are looking for an ex...
ⓕ Post
Reach   355

Content ⓘ

Jul 20, 2021
Our first donation towar...
ⓕ Post
Reactions   40

Jul 4, 2021
Happy Independence Da...
ⓕ Post
Reactions   40

Mar 28, 2021
Door-step appointments...
ⓕ Post
Reactions   19

Mar 10, 2021
Our 2020 Annual Report...
ⓕ Post
Reactions   13
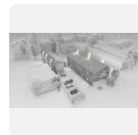
Oct 13, 2021
This Saturday from 3-5 ...
ⓕ Post
Reactions   12

Mar 17, 2021
We just received our lar...
ⓕ Post
Reactions   10

Content ⓘ

Mar 28, 2021
Door-step appointments...
ⓕ Post
Shares   8
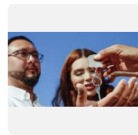
Oct 11, 2021
Mortgage Assistance is ...
ⓕ Post
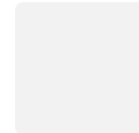Shares   3
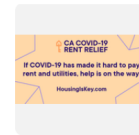
May 15, 2021
Upcoming Open Houses...
ⓕ Post
Shares   3

Apr 8, 2021
There is money to help ...
ⓕ Post
Shares   3
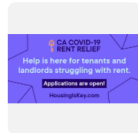
Mar 23, 2021
There is approximately ...
ⓕ Post
Shares   3

Mar 15, 2021
The application is now L...
ⓕ Post
Shares   3

Twitter - I've rarely seen anyone have success with Twitter reach in the Mammoth area. MLH rarely posts to its Twitter account, and posts rarely receive likes or retweets, so this channel isn't currently reaching anyone. While there may be some potential here, there's also effort required, so I don't recommend spending time on Twitter. If you have a staff member who's excited about managing your Twitter content, give it a shot!

LinkedIn - MLH has an [unclaimed business page](#) on LinkedIn. Consider claiming this page, updating it, and creating a LinkedIn posting plan.

Google Business Profile - currently unclaimed

Improving Social Media

- [Claim Google Business Profile for Mammoth Lakes Housing, Inc.](#) Once claimed, update information if needed, add business hours, add photos, and post on this platform weekly.

- Start an MLH Instagram account with handle @mammothlakeshousing if available (I don't see it in use currently) and start posting to it once a week. Follow any local accounts you're interested in (Chambers of Commerce, visitor bureaus, local businesses, etc.) When you change the organization name, change the Instagram handle and make a post announcing the name change (this will help slightly to get the word out).

- Spend 10-20 minutes 2-3 times a week on Instagram engagement. Once you've followed 20-30 local accounts, go through your Instagram feed liking and commenting on posts. Keep MLH's target markets, brand voice, organization adjectives, and key messages in mind while doing engagement. Engagement should feel authentic and genuine – comment your support or congrats for wins and your insights when people ask questions.

- Get Facebook and Instagram profiles on the same [Meta Business Suite](#) account and make sure staff who need access have access. Use Facebook/Meta Business Suite to schedule posts in advance on each platform and check insights. [Learn about the Business Suite.](#)

- Respond to all comments received on Instagram and Facebook, even if you need to instruct people to email you for more information. Where possible, answer questions in your comment response since other people may see those responses and learn about MLH's programs/work that way.

- Draft and post a wider variety of posts on Facebook (and Instagram once set up) aimed at each of the four target markets with the organization adjectives and key messages in mind (see proposed content categories below). When possible, tag business pages when talking about initiatives with other organizations/businesses.

- Check social media analytics quarterly to see what posts did well and what posts didn't. Adjust post planning accordingly as you gather more data.

- Claim MLH's LinkedIn business page, update all information, and make a plan to share posts to LinkedIn. LinkedIn could be used as a tool to show legitimacy and credibility, which could help with private foundation grants and donations from community members, second homeowners, and visitors. It provides a public place to show the connections and advocacy the organization and staff are doing behind the scenes.

Ongoing Frequency

I recommend aiming for one post per week on Instagram and Facebook. The post content can be the same, but make sure the photo/caption are tweaked for each platform (eg no hashtags used on Facebook). If staff capacity increases in the future, consider posting 2-3 times per week on each platform, and consider 2-3 updates to Instagram Stories and Facebook Stories per week.

To stay on top of social media, I recommend drafting and scheduling one month of content at a time. If you need a tool to draft posts so changes can be made and approval can be given, I recommend [Airtable](#).

While there are ways for website/blog post updates to automatically post to Facebook and Instagram, I don't recommend this if staff can manually create a post instead. These auto-post tools don't always get it right and don't tend to reach many people.

I recommend posting once per week to your Google Business Profile. These posts don't typically get seen much, but it's easy to recycle the content from a Facebook or Instagram post for GBP. Some tools include [the ability to schedule posts on GBP](#), so it could be worth considering a scheduling tool that allows you to schedule/post to Instagram, Facebook, and GBP all in one place.

A Facebook ads consultant/specialist can put together a full Facebook/Instagram ads strategy, but I recommend running small-budget ads promoting fundraising campaigns (once campaign materials are published) to play around and see what works. Run two ads simultaneously with one ad variable changed (same ad with different photos, same ad with different text, same ad

but different ad style, same ad with different audiences, etc.) Run them each for 1-2 weeks with $10-20 spend each, then compare the results.

Consider targeting people who are interested in local Facebook pages/interests like Mammoth Mountain, Visit Mammoth, Bishop Chamber of Commerce, Mono County Tourism, Tales Along El Camino Sierra, Kirkwood Mountain Resort, June Mountain, Eastern Sierra Tri-County Fairgrounds, etc. to target people who are explicitly interested in the region. [Learn more about this strategy.](#) Once you've run 10-20 small ads, consider using [Lookalike Audiences](#) to reach more people.

Take notes on what works well or [use the feedback form](#) so you can create a tested ads strategy over time.

Social Media Content Notes

Social media content categories:
- Places & faces of our communities (business owners, community leaders, regular people, etc. - think the Sandy Hogan donation post, or Mammoth athletes who went to the Olympics)
  - Mono County
  - Inyo County
  - Bishop
  - Mammoth
  - Alpine County
- Fundraising needs & updates
  - Status of projects (what's happening currently, recaps of what the goal of the project is, mock-ups, etc.)
  - Fundraising status (how much has been raised, how much needed)
  - Thank yous to individual large donors/groups of small donors (tag businesses/individuals in the post)
- Program info and updates
  - Status of programs - let people know when down payment assistance, emergency rent assistance, etc. are available and share the link to apply/learn more
  - Info about education opportunities (home buyer classes, etc.)

- - New projects that are in progress or in the pipeline (and any newsworthy board meeting updates)
    - Success stories/testimonials from past clients and community leaders supporting MLH programs
- Non-MLH program highlights
    - Share updates about other organizations' housing programs (to establish credibility as the regional housing leader)

Outsourcing/Budget

I don't recommend outsourcing social media content creation or engagement – this is a tricky thing to hand-off since there's so much back and forth, and the time savings often aren't great for the cost you'll be paying for someone to do a good job.

Working with a Facebook/Instagram (together called Meta now) ads expert can be well worth the money. An ad specialist can help you get the best bang for your buck and help you reach your ad goals more efficiently.

Expect to spend: at least $500/month (up to $1500/month) for social media management; at least $500/month for consultations with a Meta ads specialist; $100-200 per month to set up Facebook and Instagram ads on your own

Goal Setting - Key Performance Indicators (KPIs)

For new social media channels (Instagram, LinkedIn, Google Business Profile), all engagement is an increase from where MLH currently is. For Facebook, consistency is more important than engagement on organic posts, and figuring out what type of ads work well is the priority.

You can see how Facebook and Instagram posts are performing in the Facebook/Meta Business Suite under Insights.

Suggested goals:
- 100 followers on Instagram by the end of 2022
- Claimed and updated LinkedIn business page (plus 10 posts posted) by the end of 2022

- Claimed and updated Google Business Page (plus 1 post each week) by the end of 2022
- 1 post per week on Facebook throughout 2022
- 10 A/B tested ads run and analyzed on Facebook and/or Instagram throughout 2022
- 800 Likes on MLH's Facebook page (up from 535 currently)

3. Email Marketing

Email marketing is a great way to connect with people who already have some familiarity with MLH since they proactively signed up for the list. The goal with email marketing is to turn currently-interested people into stronger supporters, program participants, or donors.

Current Email Marketing Audit

MLH has 684 subscribed contacts in Mailchimp. They send board meeting notices once a month, Housing Happenings email newsletters every 2-3 months, and occasional one-off news emails. All campaigns go to MLH's entire email list. The newsletter signup tab on the website menu doesn't take website users anywhere when they click it, so people can't currently sign up for the email list through the website.

Recent emails have open rates between 49% and 67%, but open rates from older campaigns were in the 20%-35% range. Click rates for board meeting notice emails and email newsletters are 2-3%.

Improving Email Marketing

- Update email branding once new brand is developed. Make sure text and background have adequate contrast. Consider adding more breathing room (blank space) between sections and removing line breaks. Consider revising gray "about MLH" section at bottom of email – make this more human with a link to MLH's About website page.

- Start sending email newsletters every month. Consider sending the week or two after a board meeting so you can include a board meeting summary (anything newsworthy from the board meeting). Don't worry if there's not much new to say – brief project

updates, fundraising updates, community updates are just fine. Showing up monthly in people's inbox can help keep MLH top of mind.

- Whenever possible, drive traffic to the MLH website by linking to relevant program pages. If you want to make an update about a program in the email newsletter, consider if you should make a page or post about it on your website. To reduce call volume, provide as much information as possible on your website, then instruct people to call you once they've read the info online. When talking about other organizations' programs (like The Parcel waitlist), include a link to MLH's organization overview website page (showing all the organizations in the area that have housing programs).

- Add email newsletter signup to the footer of new website so it's more prominent and easier for people to sign up.

- Consider adding checkboxes so people can select what they're interested in. If they check board meeting info, they get the board meeting email, if not they just get the regular newsletter. Down the line, you may want to send campaigns only to people who expressed interest in volunteering, donating, hearing about low income programs, etc. Use no more than 5 check boxes.

- Promote the email newsletter list as the best way to get current, up to date information about Mammoth Lakes Housing. Make sure it's mentioned often on your website, mention it in meetings, mention it in Powerpoint presentations, do occasional social media posts about the list encouraging people to sign up. See if other local organizations will promote your email newsletter to their email lists.

- Customize the email subscription confirmation email (the email someone receives when they join your list). Add a bit more info about MLH and a handful of links/buttons to the most important pages on your website.

- Consider asking Visit Mammoth, Mammoth Mountain, and Kirkwood Mountain Resort if they'd be willing to promote MLH in some of their visitor communications emails (email confirmations, newsletters, etc.)

Ongoing Frequency

Same frequency for board meeting emails
Once a month for email newsletters

Email Marketing Content Notes

I recommend prioritizing updating the design/look/feel of these email newsletters before worrying about new content. Continue sharing the same content you have been sharing, and when you have them, share client or community testimonials about MLH's work. Share more Eastern Sierra focused imagery from stock photo websites or from MLT's [Crowdriff photo library](#) if it's an accepted use (check terms and conditions). As you start creating blog posts, and once the new website is launched, share short previews with links to these pages/posts.

Outsourcing/Budget

Email marketing can be handled fairly easily in-house, but it can also be outsourced to a copywriter, virtual assistant (VA), or email marketing specialist. Since so much of the email content needs to come from someone who knows the organization well, this isn't always the best use of time/money to outsource. You can also outsource just the compiling/design of the newsletter.

Expect to spend: $55-150/hour for a copywriter or email marketing specialist; $45-75/hour for a VA

Goal Setting - Key Performance Indicators (KPIs)

Many people expressed interest in getting housing new through MLH's email newsletter, so there's untapped potential here. Add in Alpine and Inyo Counties who don't yet know about MLH, and there's a large pool of potential new email subscribers.

Suggested goals:
- 20% growth in email subscribers by end of 2022 (goal of 820, currently 684)

- 4-5% click rates more often than 2-3% click rates, especially on email newsletters
- Keep open rates above 40%

4. Traditional/Print Media

Traditional and print media have changed a lot in the last couple of decades. The tricky part about including these paid media options in a marketing plan is that it's hard to measure ROI for these efforts. Additionally most of my work as a marketer is in the digital marketing space.

Regardless, the goal of any traditional and print media is the same as for other marketing efforts – be very intentional about the audience you're talking to, how you're solving their problems/challenges, and your "why" behind each campaign.

Newspaper Articles & Ads

From MLH's 2022 Community Survey, we know people already go to local newspapers for housing information, and we know they'd like to continue going to local newspapers for housing information. I recommend continuing to work with local newspapers by sending them press releases, links to program updates on your website, etc. For newspapers that don't publish much news, offer to send them an article they can publish as-is (if they want more than a press release). This could be helpful to spread the word in Inyo and Alpine Counties.

Pay for newspaper ads only when there's an important message to get out to a group of people you might not otherwise talk to. Consider running newspaper ad(s) for:

- Promoting a community event MLH is hosting (where turnout is important)
- Occasional fundraising promotions (maybe one ad in one newspaper each quarter, rotate between newspapers throughout the region; ad should be a condensed and focused version of the Access Apartments fundraising flyer)
- Announcing the re-brand/name change (we're now X, learn more about us on our website, brief overview of what you do)
- Thanking donors (feeding two birds with one scone: doing what's promised and encouraging more people/businesses to donate)

In newspaper ads, use a QR code to send people to your website (use [UTM tracking](#) or send them to a page on the website created just for people who see the ad) and/or a QR code linked to your email newsletter list so they can sign up to receive updates.

Suggested goals:
- Have Canva templates professionally designed with the new brand in ⅛, ¼, ½ and full page newspaper ad configurations (hopefully there's consistency across newspapers) so staff can edit ads as needed without having to pay for a graphic designer to create them individually

Radio Interviews & Ads

Very few survey respondents said they listen to the radio to find housing information, and only slightly more said they wanted to get housing information from the radio. Because of this small reach, the lack of any sense of return on investment (ROI) from this platform, and the time-sensitive nature of radio interviews/ads, I don't recommend paying for radio ads with Mammoth radio stations. If staff has time (and is invited) to do free interviews with local radio stations, I do recommend that.

However, with few survey responses received from Inyo and Alpine Counties, radio shouldn't be ruled out in these areas. It can be a helpful tool to spread awareness about MLH after its name change and rebrand. If/when MLH has programs Inyo and Alpine County residents can take advantage of, radio ads could be used to promote them too. I think Facebook and Instagram ads, and even newspaper ads, will be more effective than radio ads, but radio ads could be a small part of the brand awareness strategy.

Suggested goals:
- Learn what radio stations serve the Alpine County area and if they're a viable communication tool
- Learn more about costs to advertise (and expected reach) on KIBS, KRHV, or KSRW in Bishop

Billboards

Billboards also received minimal support as a current information source or requested information source in the survey. Billboards are expensive, difficult to coordinate, and don't have a clear ROI. I don't recommend using billboards unless a very large financial donor makes a contribution and wants a billboard created (make donation amount high enough that they're paying for the billboard). A billboard only works to increase brand awareness, and in my opinion there are many easier, cheaper, and more personalized ways to expand the awareness of the MLH brand.

Flyers/Community Bulletin Boards

This is still, perhaps annoyingly, an important part of MLH's marketing strategy. More people currently go to community bulletin boards for housing information than *want* to go to community bulletin boards for this info. The reliance on community bulletin boards is likely to decrease with better marketing and communications efforts all around – people may be going there now because they're not sure where to go.

Because posting flyers is so time-intensive, flyering strategy should fall into two categories:
1. Flyer for ongoing awareness about the organization
   a. Have an evergreen flyer (brief overview of who MLH is, what programs they have, how you can be part of the solution by donating, etc.) that can be posted anytime on community bulletin boards
   b. Board members, staff, and volunteers can keep these flyers with them to post whenever they think of it (consider a smaller size and stiffer paper so they stay in good shape in a car glove box)
2. Flyer promoting a specific upcoming event
   a. Distribution will need to be more intentional to get the word out

Flyers should always include QR codes with UTM links (or flyer-specific links) to learn more information so you can see how many people are taking action from your flyers.

Evergreen flyers (focused on programs MLH provides) should also be sent to local government/county offices in Inyo, Mono and Alpine Counties (wherever these governments have papers available for people to grab). Survey respondents expressed interest in being able to get housing info from these offices and government agency websites.

As the new MLH website is built out and provides more details on all MLH programs, pamphlets and flyers won't need to contain so much information. In printed materials, share high level information and drive people to the MLH website to learn more. Include a link to MLH's website, an email address, and a phone number, with hopes that people will visit the website first to find more info.

Suggested goals:
- Create list of bulletin boards in Inyo, Mono, and Alpine Counties
- Create list of board members/volunteers who can post flyers at each bulletin board location so the burden is shared
- Have designer create evergreen awareness flyer template and event flyer template in Canva
- Create email list of government agency contacts so you can periodically send an updated copy of the evergreen flyer and ask if they want printed flyers delivered

Annual Report

The MLH annual report is an important document to show the scope of the organization's work throughout just one year, plus how programs build on each other over time. It has historically been prepared in-house and with a print focus. The Annual Report showcases great information about the organization, but would greatly benefit from a fresh design after the organization rebrand is complete.

Suggested goals:
- Have a graphic designer design annual report so it looks more professional and compelling
- Add to website as a nicely designed page of its own (and link to prior annual reports)
- Make a plan for annual report distribution (add a link to it in staff and board member email signatures, share on social media, share in email newsletter, find a good place for it on the website home page)

Outsourcing/Budget

I rarely work with print/traditional media, so you have a better understanding of costs (for ad runs and for design) than I do. If budget is limited, I recommend skipping newspaper ads, radio

ads, and flyering, and focusing instead on digital marketing, primarily the MLH website and email newsletter. A well-designed, compelling annual report should also be a top priority each year.

Goal Setting - Key Performance Indicators (KPIs)

Most of these traditional/print media efforts won't have clear ROI numbers and don't have clear KPIs.

Instead of focusing on numbers, I recommend [creating a system](#) to keep track of comments received about various marketing efforts. Create an internal document or system to keep track of these comments so you can see if people mentioned a certain campaign/platform more than others, then consider spending more time/budget on that platform going forward.

Also start making sure every form, email, and phone interaction asks people how they found out about that particular program/event/resource (not how they found out about MLH overall). Leave this open-ended rather than multiple choice. This will involve more data categorizing in-house after the fact to see what's working and what isn't, but it will allow people to be specific if they can be ("saw a flyer at Looney Bean") rather than just choosing a "flyer" option.

Using QR codes with UTM links (or material-specific links) on all printed materials will also allow you to see how much traffic is converting via each method. QR codes should also be used in fundraising campaigns to drive traffic to a page focused on smaller donations on MLH's website (brewery coasters, coffee cup sleeves, printed in nightly rentals, included on a flyer mailed to all TOT certificate holders, etc.)

5. Meetings/In-Person Events

Meetings and in-person events might become less important as MLH's other marketing efforts are improved. Currently it's an area that staff and board members are interested in continuing and building upon.

From the Community Survey, only a handful of people get housing information from outreach events, while a larger amount are getting housing info from staff announcements during government meetings. There is moderate interest in getting housing info from each of these places. Neither of these was in the top selections of where people want to get housing info.

Government Meetings

I recommend MLH staff or board members continue making regular updates in person or by Zoom at local government meetings. Unless an agenda item is requested by the governmental body, these updates should be done in the initial public comment time and be pre-written or pulled from the latest email newsletter and/or board update that was sent out.

MLH staff should create a schedule for board members to sign up to attend these meetings and provide public comments (board members can leave as soon as they make their public comment, no need to stay longer). MLH staff can fill in blank spots where no board member can attend, but ideally this task should be filled by board members/volunteers.

A week before each meeting, MLH should provide an update to the presenting board member of the key 4-6 updates from the last month/quarter/6 months. Ideally this update will be pulled from the latest email newsletter(s).

Suggested goals:
- Updates once every 1-2 months to Mammoth Lakes Town Council
- Updates once every quarter to Mono County Supervisors, Inyo County Supervisors, Alpine County Supervisors and Bishop Town Council
- Updates once every six months to Mammoth Lakes' Planning & Economic Development Commission and Recreation Commission

Non-Government Community Meetings

There are many organizations in Mammoth Lakes that provide places for other groups to share updates. When invited, if schedules allow, MLH staff should present at these meetings.

MLH should also create a list of community meetings they could present at (and key contacts for each) to reach out to when MLH has a new program, fundraising goal, etc. or to do an

annual update. Having an intro video about MLH could help introduce the organization at these events and show the people served by the organization without them having to attend the events (program participants might not want to attend or be limited on time).

Suggested goals:
- Create an updated evergreen version of existing Partnering for Housing Solutions Powerpoint that can be used and/or added to for each of these events
- Create list of community meetings to reach out to to get on speaking schedule
  - Ideas: Mammoth Lakes Chamber Power Lunches, Mammoth Lakes Tourism Community Coffee events, Mammoth Voices lunches, Bishop Resource Center networking events, Mammoth Mountain employee events, Kirkwood Ski Resort employee events, Mammoth Lakes Board of Realtors events, Business Roundtable calls hosted by Town of Mammoth Lakes
- Keep an ear/eye out for other community events/meetings that might be good partners for MLH to present at, especially in Inyo County, Bishop and Alpine County
- Consider producing an intro to MLH video that shows program participants, community impact, etc. without extra people having to attend the meetings
- Aim to present at one community group every six months

1:1 or Small Group Meetings

These meetings are already happening frequently as Patricia, staff and board members are meeting with leaders in all three counties. Board members expressed interest in having a set of talking points and summaries of programs MLH offers so they can better spread the word to their networks.

Suggested goals:
- Compile summaries of each program MLH currently offers (1-2 sentences each)
- Create one sheet of MLH key messages/talking points for internal use
- Draft a list of people in each community MLH wants to build relationships with (rank based on priority level)

Education

MLH already holds housing education programs in Mammoth Lakes periodically. These events should be held on a regular schedule and in various communities throughout the three counties. They should also be recorded and provided in alternative formats (a series of blog posts, a video, a downloadable PDF).

Suggested goals:
- Hold one first time home buyer class every 6 months
- Hold one tenants' rights class every 6 months
- Reach 10 people per class
- Have graphic designer create new Powerpoint presentations for classes after the rebrand

Client Events

MLH would like to host a land-trust/deed restricted ownership potluck or annual gathering to get homeowners together. These events will help MLH clients build community, and it provides a touchpoint for MLH with its past clients to share updated info, get feedback, and gather testimonials. MLH's past clients are uniquely positioned to spread the word about MLH's programs, so the more MLH can keep them in their ecosystem, the better.

Suggested goals:
- Set a date and pick a location for a client gathering in summer 2022
- Refresh email list of past clients
- Send personal emails to all past clients inviting them to attend (making it clear the event is for a small, specific group)

Community Events

Community events serve to raise awareness about MLH and its programs, improve the organization's reputation, and foster a sense of community ownership in the organization.

MLH has held Housing Horror Stories events in the past that were well attended and provided a way for people to share their stories and connect with the community. In-person events require a lot of staff capacity and coordination, but can be worth the work.

Possibilities include:
- Housing Horror Stories events
- An annual spring or summer BBQ ("we made it through the winter" - other groups have expressed interest in this sort of community gathering)
- Free coffee once a quarter at the MLH office (meet the board members and staff, learn about programs, provide feedback)

Suggested goals:
- Plan one community event for Q3 or Q4 of 2022
- Keep track of how the event was marketed, how many people attended, and how many people MLH staff hadn't already met/talked to (is MLH able to reach new people?)
- Review event after and set a goal for future community event attendance

Fundraising Events

A lot of extra staff capacity is needed to add any events to MLH's plate. Having an extra full-time staff member focused on marketing and/or development could create space for more community/fundraising events.

Fundraising event possibilities include:
- Golf tournaments to celebrate notable anniversaries (20th anniversary, 25th anniversary) – get corporate sponsors, offer exclusive access to second homeowners in membership program, have booths for local businesses/organizations, invite past clients to attend for free
    - Before putting on a golf tournament, MLH will need a CRM (customer relationship management) tool for donors, a second homeowner membership program if offering that program, a new website launched that provides easy access to all information donors may need
    - Downsides: Mammoth has a handful of golf tournaments already, and golf tournaments feel inaccessible to people who don't play golf regularly
- An annual formal gala
    - Downsides: Mammoth already has a lot of these that happen throughout the winter, but not as many in the other communities/counties; might feel inaccessible to some people
- Benefit concert or battle of the bands competition – partner with an event space (Liberty Bar, Mountain Rambler, Mammoth Brewing Co, etc.) to host a battle of the

bands evening, portion of proceeds goes to MLH, donation jars/QR codes for additional donations; consider an outdoor venue for a benefit concert (Hayden Cabin, Pokonobe Marina, Twin Lakes Gallery, Cardinal Village Resort, Tri County Fairgrounds, June Lake Brewing, The Mobil, etc.)

- Pub or restaurant crawl – partner with 3-5 bars/restaurants within walking distance of each other, 10-20% of all proceeds goes to MLH, donation jars/QR codes for additional donations
- 5k family fun run series in the summer (in various Eastern Sierra locations or just one location – "run for housing") – model after [Inyo SAR's winter 5k series](#) ($10-20 entry fee, people who do every run get a medal or pin, keep it as simple as possible)
- Polar plunge series – choose one or multiple lakes for a Polar Plunge series, charge $10-15 entry fee, people who do every plunge get a medal or pin, keep it simple)

Suggested goals:
- Plan one fundraising event in 2022
- Keep track of how the event was marketed, how many people attended, how much money was raised, how much money was spent to put on the event, and how many staff/volunteer hours were used for the event
- Review event after and set goals/make plans for future fundraising events

Event Appearances

Partner with event producers to spread the word about MLH at events attended by visitors and locals. MLH should have 3-5 minutes to make announcements about the organization (give overview of MLH, have a past client share their experience, and make fundraising ask). MLH should aim to attend one event per season (options: Grand Prix in January, Mammoth Film Festival in February, Mammoth Lakes Film Festival in May, Bluesapalooza in August, Gran Fondo in September, Turkey Trot in November, Tree Lighting or Night of Lights in December).

Before this happens, the MLH website should be in great shape, easily providing info to potential donors and easily walking them through the donation process. The intro video could also be used in-person or on MLH's website as an alternative to having a past client attend the event.

Suggested goals:
- Create a one sheet about how this partnership works to provide to event producers

- Make a master list of events throughout the three counties that might be a good fit to attend and make a plan to reach out to event producers

Outsourcing/Budget

All real-time events will take significant staff time to bring to life, whether that's just an hour or two planning for/attending a Town Council meeting or several weeks or months planning for a community or fundraising event.

I suspect MLH will get more bang for its buck out of other marketing efforts in this plan (website, email marketing, and social media), but these events should be considered one by one based on board and staff feelings about which type of event will help the organization most and/or be the most enjoyable to put on.

The community events won't take much budget ($100-200 per event) but will take staff time to coordinate (several hours per event) and market (creating materials to advertise event, plus any extra budget to advertise the events - under $200 ideally).

Fundraising events will be much more budget- and labor-intensive. Plan for $3,000-10,000 spent for the larger events, and $500-1,500 for the smaller events. These events will need to be marketed more, which will take more time and money ($200-300 per event). Staff time needed to coordinate is likely 15-30 hours per event.

A local event coordinator will likely cost at least $2,500 and up to $10,000 depending on how involved they are. Some of the marketing work could be outsourced, and some of the event coordination could be done by volunteers, but staff will still be handling a lot of it.

Goal Setting - Key Performance Indicators (KPIs)

For meetings, there are no clear KPIs. The hope is that fewer community leaders in the tri-county area will say "I don't know what MLH does" and will do a better job promoting MLH's programs, but this is tough to measure. Future community surveys will hopefully show a more positive impression of MLH and more awareness of MLH and its programs.

For events, the main KPIs are the amount of people who attend (including the amount of new faces, not the same people at every event) and the amount of money raised. Since a lot of these events aren't currently happening, this part of the plan is less focused on numbers and more on just seeing what sticks and does well. What draws people out? What gets people excited?

Like for print/traditional media, I recommend creating a system to keep track of comments received about events/meetings. Create an internal document or system to keep track of these comments so you can see if people are referencing a particular meeting/event more than others when reaching out or donating money to MLH.

Consider using this Airtable feedback form to keep track of event success/notes.

Content & Resources Needed

See this Airtable form for a list of content/marketing resources that need to be created to accompany this marketing plan's suggestions.

8. Marketing Inspiration

Website Inspiration

Many California CHDO websites are cluttered and dated, and they don't offer much to aspire to. Some offer sections to consider in the website redesign.

Coachella Valley Housing Coalition
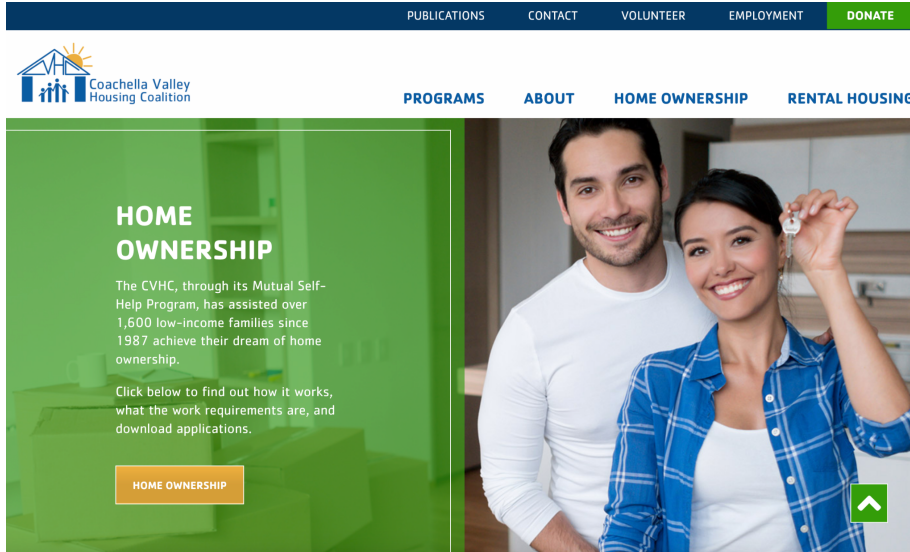
This website offers a clean, modern look, clear buttons leading people to the places they want to go, and a clear donate button as the main top menu call to action. Its professional appearance shows the organization is a trustworthy, legitimate place to donate money.
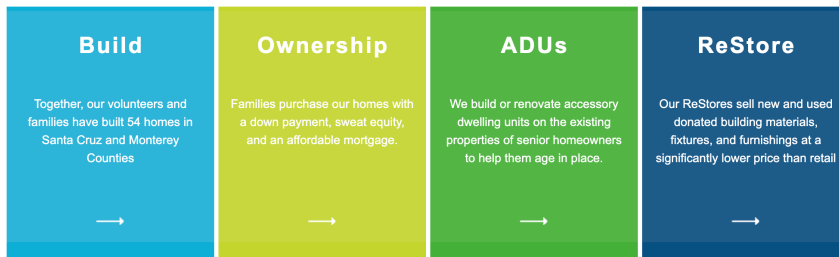
[Community Housing Improvement Program](#)
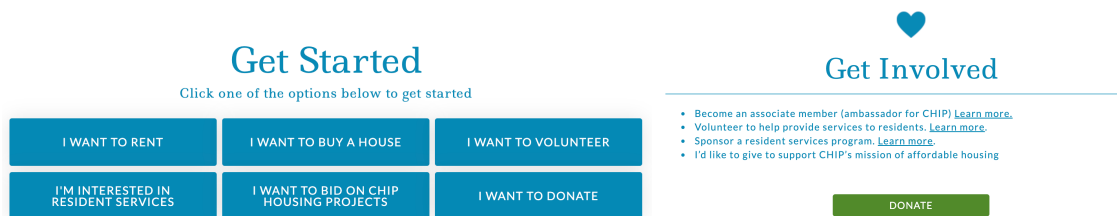
The CHIP website offers two nice sections to guide people to the right places on their website – get started and get involved.

[Eden Housing](#) - Strong, clean design and clear impact. Balances Donate & Find Housing calls to action.

[Habitat for Humanity Monterey Bay](#) - Nice "what we do" section.

What We Do

Build	Ownership	ADUs	ReStore
Together, our volunteers and families have built 54 homes in Santa Cruz and Monterey Counties	Families purchase our homes with a down payment, sweat equity, and an affordable mortgage.	We build or renovate accessory dwelling units on the existing properties of senior homeowners to help them age in place.	Our ReStores sell new and used donated building materials, fixtures, and furnishings at a significantly lower price than retail

Midpen-Housing.org - Nice "Find Your New Home" section/CTA, and nice News section (blog posts).

NeighborWorks Sacramento Region - Nice display of impact, ideal for donors, doesn't balance donors/services well though. Could serve as inspiration for an internal donate page on the MLH website.

Mercy Housing - Inspiration for promoting the 20th anniversary. See their **timeline**.

Alta Housing - Nice website overall, but specifically inspiration for sharing about **their name change**. Nice home page animation showing the name change.

Homes For Good Housing Agency - Nice website overall, and very nice announcements about their name change. See their video, **Becoming Homes for Good**. They changed their name in 2018 and still mention it on their website.

Mammoth Workforce Housing - Website clearly directs people where they need to go whether they're a homeowner, renter, employer, or property manager.

Annual Report Inspiration

2020 Social Impact Report - Villages at Cabrillo (from Brian D'Andrea)
- Strong graphic design, at-a-glance impact/numbers, nice thank you to contributors

Annual Report Created for the Web - AIDS Foundation of Chicago -
https://ar17.aidschicago.org/

California Water Group Annual Report - fun animated style feels familial and homegrown -
https://ir.calwatergroup.com/static-files/eca1e317-9da7-46ab-b855-3b7594948111

Women for Women Annual Report -
https://www.womenforwomen.org/sites/default/files/2020-05/Women%20for%20Women%20International%20Annual%20Report%202019%20-%20Digital.pdf

Other Marketing Inspiration

Community Updates from the Town of Mammoth Lakes
- Shared by email every week on Friday
- Includes items coming before the Town Council at the next meeting(s)

Housing Now page on Town of Mammoth Lakes' Website
- List housing resources but share it more visually and with more of a focus on "if you're this, then consider this" (so it's more personal/guides people more easily)

Mammoth Lakes Tourism's 5-in-5 Weekly Email:
https://mailchi.mp/41e4aa39d593/mlt-5-in-5-1150672?e=25692dd0d1
- An example of a brief overview of organization updates (board meeting updates included or not) to be shared at governmental meetings during public comment

9. Priorities/Timeline

As Soon As Possible

- Contact people who expressed interest in volunteering via the survey (reach out personally to give them options of how to help MLH + ask if they want to be added to MLH's email newsletter list)
- Fix newsletter signup link in website menu so people can sign up for the email newsletter list
- Add newsletter signup to footer of current website
- Set up Google Search Console on existing website
- Start rebranding process with graphic designer & determine new organization name
- Finalize rebranding marketing plan
- Start website redesign process (build out list of ideas/needs for the website)
- Get graphic designer to create the annual report (and a template in Canva that can be updated year after year)
- Create Annual Report page on website (not just a PDF link) and link to prior annual reports
- Review/update Annual Report Distribution Checklist
- Write short summaries of each program MLH current offers (1-2 sentences each)
- Create one sheet of messages/talking points for internal/board member use
- Draft a list of people in each community for MLH to build relationships with
- Set up Instagram account and make sure it's set up through/linked to your existing Meta Business Suite
- Claim and update Google Business Profile for Mammoth Lakes Housing, Inc.
- Make list of SEO keyword/phrase ideas for new website
- Set date and pick location for past client gathering this summer; create/update email list of past clients; invite all past clients via email
- Update MLH voicemail recording with more info about programs/where to find info
- Work on other tasks/content pieces from Airtable if time/budget allows

Q3 2022 (July-September)

- Apply new branding to all marketing materials and "launch" new organization branding
- Complete website redesign process and launch new website

- Make a plan for managing Wordpress, plugin and theme updates (outsource or add it to your calendar to handle in-house)
- Optimize new website SEO before or after launch
- Update email subscription confirmation email (thank you + more info about MLH + links to most important pages on your website)
- Start sending monthly email newsletters
- Start posting once a week to Facebook and Instagram with target markets and content categories in mind
- Get graphic designer to create new Powerpoint presentations for all classes MLH offers
- Hold one first time home buyer class in the next 6 months and track success/notes on [feedback form](#)
- Hold one tenants' rights class in the next 6 months and track success/notes on [feedback form](#)
- Make sure media email list is up to date with primary contacts for all local newspapers and radio stations so press releases and articles can be easily sent
- Set up UTM tracking/links to use on printed materials and QR codes to be able to track website traffic
- Create list of bulletin boards in Inyo, Mono and Alpine Counties
- Create list of board members/volunteers willing to post flyers at each bulletin board location
- Create a schedule to provide updates at government meetings (have board members sign up) and create a short template to follow at each meetingStart doing 10-20 minutes of engagement on Instagram 2-3 times/week
- Make a list of FAQ-oriented blog posts to create (see [blog post content ideas](#))
- First quarterly social media analytics check
- Start running small Facebook/Instagram ad campaigns
- Plan one fundraising event for 2022 or 2023 and track success/notes on [feedback form](#)
- Get graphic designer to create newspaper ad templates in Canva (⅛, ¼, ½, and full pages) to be edited and reused by staff
- Get graphic designer to create evergreen MLH awareness flyer template and event flyer template in Canva for staff to edit/reuse
- Get graphic designer to create evergreen version of Partnering for Housing Solutions Powerpoint to be used when invited to speak at community events/meetings
- Plan community event for Q3 or Q4 of 2022 and track success/notes on [feedback form](#)
- Get familiar with what Salesforce Nonprofit subscription can do; consider whether it's going to work as a platform to manage donors as fundraising efforts grow
- [Work on other tasks/content pieces from Airtable if time/budget allows](#)

Q4 2022 (October-December)

- Re-check Spanish translation of all website pages and edit as needed
- Concentrated push to get more people to sign up for email newsletter list: promote it at all events, post about it on social media, ask local orgs' to share the signup link to their email lists
- Write and publish 3 blog posts
  - Link to one blog post each in email newsletters in October, November, and December
  - Share blog posts on Facebook, LinkedIn, and Google Business Profile
- Reach out to 3-5 community leaders to ask for testimonials about the organization's work
- Review website analytics 3 months after launch to make sure everything is working well
- Claim and update MLH's LinkedIn business page; start posting there once a month
- Next quarterly social media analytics check
- Continue running small Facebook/Instagram ad campaigns, optimizing each with what you learn from previous ad campaigns
- Add interest checkboxes to email signup form so people can let you know what they're interested in
- Create and/or update list of government agency/nonprofit contacts so you can send them the evergreen flyer whenever it's updated and ask if they want paper copies delivered
- Create list of community events to reach out to organizers to find a time to present
- Look for community events/meetings in Inyo and Alpine Counties
- Create one sheet for event producers showing how they can work with MLH as their nonprofit partner/feature
- Create master list of events in tri-county area that might be good to partner with for MLH spotlights
- Get Salesforce Nonprofit fully set up or set up another CRM if you find a better option
- Consider producing an intro to MLH video to use in online advertising, owned online channels, in meetings, etc.
- Review suggested website, social media, email marketing, traditional media, and in-person event goals at year-end; revise goals for the year ahead
- Draft 2022 annual report
- [Work on other tasks/content pieces from Airtable if time/budget allows](#)

Q1/Q2 2023 (January-June)

- Distribute 2022 annual report based on the checklist
- Review data from feedback form
- Make slight changes to new website home page copy for SEO
- Review website analytics from first 6 months after launch
- Consider a website accessibility audit/updates for WCAG compliance
- Start posting once a week on LinkedIn business page and interacting with other community members, the larger affordable housing community, etc.
- Next quarterly social media analytics check
- Hire a Facebook/Instagram ads expert to guide your ad strategy
- Find out what radio stations serve Alpine County (and if they're seen as a viable communication tool)
- Compare ad costs and expected reach on Bishop radio stations; if budget allows, consider a small ad run to increase awareness of MLH in Inyo/Alpine Counties
- Ask Visit Mammoth, Mammoth Mountain, and Kirkwood Mountain Resort if they'd be willing to promote MLH in some of their visitor communications emails
- Review/revise media list for tri-county area
- Finish any remaining tasks/content pieces from Airtable

Q3/Q4 2023 (July-December)

- Make sure website home page still highlights the right things as the organization changes/grows; change as needed
- Next quarterly social media analytics check
- **December:** make slight changes to new website home page copy for SEO
- **December:** review suggested website, social media, email marketing, traditional media, and in-person event goals at year-end; revise goals for the year ahead

2024

- Review data from feedback form
- Make sure website home page, navigation, photos, text, etc. still highlight the right things as the organization changes/grows (and that you're talking to the right audience)
- Review and revise social media strategy (new social media, new opportunities to automate, etc.)
- Quarterly social media analytics checks

- Review/revise media list for tri-county area
- **July:** remove name change mentions from home page but leave info on About page
- **December:** make slight changes to new website home page copy for SEO
- **December:** review suggested website, social media, email marketing, traditional media, and in-person event goals at year-end; revise goals for the year ahead

2025

- [Review data from feedback form](#)
- Consider a website redesign/refresh (recommended every 3 years)
- Quarterly social media analytics checks
- Review/revise media list for tri-county area
- **December:** review suggested website, social media, email marketing, traditional media, and in-person event goals at year-end; revise goals for the year ahead

10. Execution

Staffing & Hiring

More staff capacity would make the biggest difference in bringing this marketing plan to life. Even with an endless budget to outsource programs, there are many things that are better handled in-house by someone with an intimate understanding of the organization. Plus even outsourced projects need staff attention and time.

If funds can be raised/found for additional staff, they could be used for:

A) Marketing Coordinator/Manager

Roles and responsibilities:
- Maintain familiarity with MLH's marketing plan, especially with the target markets, key messages, and brand voice/details
- Ensure all marketing efforts work to achieve organization goals; identify improvements for processes and content for marketing efforts
- Monitor analytics for website, social media, email marketing, traditional/print media, and meetings/in-person events

- Write/gather/draft content for website, blog, social media, email marketing, traditional/print media, and meetings/in-person events
- Coordinate a variety of marketing and communications efforts simultaneously that have different goals, deadlines, and target audiences
- Keep an eye out for/consider new marketing efforts/tactics for the organization

Skills needed:
- Easily able to learn new marketing and project management software, programs, and tools
- Good written and verbal communication skills
- Ideal to have:
    - Familiarity with Wordpress, Mailchimp, Facebook Business Manager & Instagram, SEO best practices, website accessibility
    - Experience planning/running small or medium events

Eagerness to learn is more important than technical skills when hiring for this position. There are endless free or low-cost training resources available for most of the things discussed in this marketing plan. If you're hiring someone without marketing experience, make sure they have time to learn on the job. Whether you hire an inexperienced or experienced marketer, know that these skills are in high demand – they might learn on the job then pursue other career opportunities unless salary/benefits are competitive.

Suggested hourly rate:
- Full-time with benefits: at least $30/hour
- Part-time without benefits: at least $50/hour
- Outsourcing to a marketing professional on a contract basis: $55-175/hour

Other nonprofits in town have marketing/communications staff in these positions:
- Membership & Marketing Manager (Mammoth Lakes Chamber of Commerce)
- Program Director (sole employee - Mammoth Lakes Recreation)
- Communications & Outreach Manager (Disabled Sports Eastern Sierra)
- Project Management Specialist | Creative Director & Special Project Manager | Webmaster (Mammoth Lakes Trails and Public Access)
- Communications and Philanthropy Director (Friends of the Inyo)
- Communications Manager

B) Development Director (ideally with a marketing background)

A development director could focus on fundraising for the organization to expand capacity. This area goes beyond my expertise, so roles, responsibilities and skills should be determined by MLH board and staff. This position will focus on bringing in additional money/assets so the organization can outsource as much of the marketing work as feasible. This position could focus on strategy and goal setting for marketing, but probably not on day to day marketing management.

How to Outsource Marketing Work

When looking for marketing professionals to work with, I always recommend getting a personal referral/reference. There are many websites out there where freelancers compete to offer the cheapest price, but these services can be hit or miss, and they often include a lot of trial and error job by job. Ask your network, any industry associations you're part of, the local Chambers of Commerce, etc. who they know who might offer the service you're looking for. You can also ask the freelancers/agencies you work with – often they know people in their network who do different types of work.

Hiring a virtual assistant could be a good option for MLH, but it might not align fully with your values. VAs in the U.S. (usually based in cheaper areas of the country) are usually $20-55 per hour. Out-of-country VAs are often a cheaper option.

I recommend trying to outsource the things that A) drain staff's energy the most and B) would be really beneficial to have done really well. Think things you always wish you had but can't find the time for, or things you can't figure out how to do yourself but know you *should* do. With MLH's extremely limited current staff capacity, whatever *can* reasonably be outsourced should be, at least in this interim period before (hopefully) hiring more staff. Marketing work can be incredibly draining for people who don't enjoy it, especially the endless and always-more nature of it.

When talking to someone about outsourcing, you can ask them if they have reviews/testimonials from previous clients, if they've done the specific type of work you're looking for (including using the platforms you're currently using), and if they have experience working with nonprofits. You can also ask them how their process works and how much you'll need to be involved. Or they may provide all this info without you asking.

Systems & Ongoing Management

Airtable is my go-to project management tool, but there are many tools out there for project management. I set a couple tables up on Airtable to give examples of ongoing task management. I also set up a Google Drive folder with additional resources not included in this marketing plan that can help staff plan/review marketing efforts.

To Do: Marketing Resources/Content

This table serves as a catch-all for ideas and content pieces we discussed throughout this marketing plan process, plus some of the ideas presented in the marketing plan. Staff can add to this or edit anything in this table. This spreadsheet can be viewed grouped by various columns (how much time is required, if the task should be outsourced, who the content piece is targeting, etc.)

Assessment Form

This table/form is intended to be used to review all marketing efforts/materials, events, meetings, etc. It asks simple but important questions to consider when determining if a marketing effort/event worked well, was worth repeating, needs to be changed, etc. This form can be reviewed quarterly, semi-annually or annually to get a sense of what's working well, especially the things that required the least budget and/or staff time.

Feedback Form

This table/form serves as a place for staff to add feedback or comments about any of their programs, marketing efforts, events, etc. so they can see all feedback/comments on a semi-annual or annual basis. These feedback and comments can be used to guide future marketing efforts, brand voice changes, etc.

*Mammoth Lakes Housing, Inc.
supports workforce housing
for a viable economy and
sustainable community.*

STAFF REPORT

Subject: Receive an update regarding 238 Sierra Manor Road project

Presented by: Patricia Robertson, Executive Director

BACKGROUND

Mammoth Lakes Housing, Inc. purchased the commercial property located at 238 Sierra Manor Road on October 6, 2017 through a partnership with the previous owner who made a $50,000 land donation. The intention is to convert the property to 11 one-bedroom apartments.

MLH purchased this property with the intention to convert the commercial space into eleven 640 square foot apartments with six garages. Conversion of the two buildings to housing units will stay within the existing foundational footprint. The conversion will include new interior walls, plumbing, electrical, mechanical (including a new fire suppression system), secured storage and bike parking, and exterior tenant community area.

The approximately .40 acre site is optimal in terms of location and neighborhood fabric since it is within one mile of the family health clinic, public library, grocery store, and public schools. The property is located in the Old Mammoth Road District and the zoning is Commercial 2. The Town's Municipal Code permits 100% multifamily residential within this zoning designation.

MLH 2019-2023 Strategic Plan
- FOCUS AREA A: Build & Facilitate Community Housing
  - GOAL A-1: Develop Plan to Reach 5-year Goal
    - OBJECTIVE 2: Pursue Development Opportunities
      - TASK 1: Complete Sierra Manor Road Project

PUBLIC OUTREACH IN 2019

Page 2 of 6
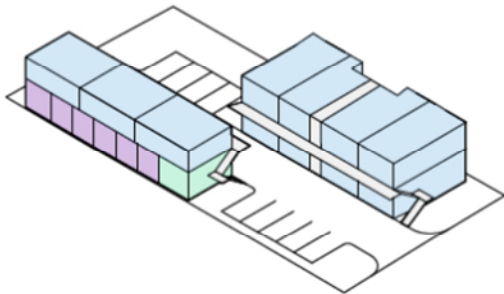
FINANCING UPDATE

LINE ITEM	COST
Land	$1,250,000
Construction	$5,338,301
Soft Costs	$1,142755
DIF & Permit Fees	$160,000
Contingency	$544,228
Capitalized Reserves	$60,000
Total Development Cost	**$8,495,284**

SOURCE	AMOUNT
Permanent Loan	$503,710
HOME Loan	$1,374,416 **awarded*
HOME HUD WAIVER Loan	$1,925,584 **awarded*
CDBG Loan	$2,790,698 **forthcoming award*
Town of Mammoth Lakes Grant	$1,500,000
Mono County Social Services Grant	$149,545
Deferred Developer Fee to MLH	$80,000
IMACA Grants – CESH	$60,000 **awarded / received*
Land Donation	$50,000
Kern Regional Center	$0
Fee Waivers	$0
Private Donations	$63,712
TOTAL DEVELOPMENT COST	**$8,495,284** +/-
GAP IN FUNDS TODAY	**$0** +/-

<u>FINANCING</u>

1. Grant Applications
   a. <mark>**HOME – AWARDED**</mark>
      i. The Board approved a HOME application on December 2, 2019
      ii. The HOME Application was submitted 1/21/20 for $1,374,416 and $50,000 administration costs
      iii. Staff met with HCD on 7/23/21 and received an update that our project will be recommended to the Internal Loan Committee in the next few weeks and we should hear positive news by the end of the month
      iv. After providing additional information, staff was informed that HCD/HOME had an internal meeting on 9/2/21
      v. Communicated on 11/19 – HOME trying to schedule our project for Loan Committee review
      vi. <mark>In March 2022, after a lot of advocacy and back and forth with the State, the HOME team finally was able to apply for the HUD waiver, and awarded us $3.3M towards this project.</mark>

   b. <mark>**CDBG – CONDITIONALLY AWARDED**</mark>
      i. Application due September 30, 2020 – $3,000,701
      ii. Submitted in partnership with the Town on 9/30/20
      iii. Over the Counter (OTC) funds for Shovel Ready projects were oversubscribed in 2020. A waiting list was established, and 2021 OTC funds were utilized to get projects off the list. Our application remains on the list of about ~20 projects to be funded. On a call with CDBG on 7/8/21 staff was told that HCD is looking for funds for all of the Shovel Ready projects on the waiting list and has been successfully funding down the list one project at a time as funding is identified.
      iv. CDBG published the waiting list on 10/25; Our application is last on the list
      v. <mark>After much advocacy and communication, the Town finally received a pending notice of award on April 14, 2022; dependent on additional information including the approved subrecipient agreement</mark>

2. Fee Waivers
   a. Town – submitted in May and rejected in July, MLH asked for escalation of building permit fee waiver request of ~$20,000, no response to date
   b. <mark>Water District –</mark>The Water District Board of Directors agreed to defer our water connection fees until Certificate of Occupancy, which helps defray the upfront cost of about $34,000. Waiting for security documents between the Town, Water, and MLH.
   c. Fire District – Discussions initiated in June 2021
   d. Child Care/MCOE – TBD
   e. Library – meeting with County Library Director in June, MCOE asked for additional information on 8/19/21 and that information was provided. Followed

up November 2021.

3. **Fundraising - $63,712**
    a. Fundraising committee established 7/12/21
    b. Union Bank – $15,000
    c. Eastern Sierra Community Bank – $5,000
    d. Vons Foundation – $0
    e. Alterra Community Foundation submitted – 25,000
    f. Vacasa Vacation Rentals – $5,000
    g. Mono County Board of Supervisors presentation 11/9/21
    h. Other asks to consider:
        i. Mammoth Lakes Tourism – coffee sleeve fundraiser co-lab
        ii. Business community
        iii. Others?
    i. Event held April 16th from 4-7 PM
        i. Success!
        ii. Raised more than $1,500 at the event
            • More than an additional $1,500 raised in conjunction with the event

4. Other Public Outreach
    a. Flier – attached
    b. 4th of July parade
    c. Press release re: Town commitment complete
    d. Community Coffee 8/23/21 – housing
    e. Mammoth Voices – 9/2/21
    f. Fundraising events – 10/16/21 and 4/16/22
    g. Project webpage – check it out!
       https://mammothlakeshousing.org/rent/communities/access-apartments/

5. **Other funding opportunities**
    a. Affordable Housing Program (AHP) Grant through the Federal Home Loan Bank of San Francisco
        i. Next round March 2022
        ii. Identify potential partner banks: Union Bank
        iii. Call with consultant scheduled 9/9; may not be competitive unless 100% "homelessness"
    b. Kern Regional Center DDS funding
        i. Schedule call with new Community Services Director on 12/10/21; Met with them on 6/11 and followed up 7/5, response on 7/12 to wait to hear back on timing
    c. Project HomeKey
        i. There is conversation if this is the best fit for this project.
        ii. MLH Preapplication meeting scheduled for 10/11. Maximum allocation could be $1.65 million. Expenditure deadline is 8 months after date of award.

    d.   Housing Accelerator Program – Round 2
        i. NOT ELIGIBLE despite prior HCD guidance

NEXT STEPS

1. We are waiting for the State to finish the environmental NEPA process. Staff had a meeting with HCD on 4/27/22.

2. Once the NEPA is completed, and we publish an Intent to Draw Grant Funds, and receive an Authority to Draw Grant Funds from the State we can begin the public bidding process.

3. The HOME Program considers our project "new construction" which requires a public sealed bidding process.

4. The ideal timeline allows for construction to start this August 2022 to get the new roofs on. This would allow for some construction to continue through the winter as weather allows.

5. We anticipate occupancy in Fall 2023.

ANALYSIS

MLH has committed approximately $1,127,430 to date (acquisition costs, carrying costs, and project soft costs).

RECOMMENDATION

The Board should receive the update and provide any feedback.

ATTACHMENTS:

1. Fundraising flier for 238 SMR

ACCESS APARTMENTS

An Affordable Housing Project by Mammoth Lakes Housing

238 Sierra Manor Road | Mammoth Lakes, California

Mammoth Lakes Housing acquired this commercial property in 2017, and is ready to convert two buildings into much-needed affordable housing for residents of Mammoth Lakes. We're asking for community support to help get this project over the finish line!

THE NEED

Mono County and Mammoth Lakes consistently experience an extremely tight housing market. A Needs Assessment showed our area requires 595 more units by 2022 to meet demand. Access Apartments is one of the many essential local housing projects necessary to ensure the stability and security of our neighbors and friends.

THE PROJECT

11 One-bedroom rental apartments

5 Garages

7 Parking Spaces

+ Secure Bike Storage
Drought-Conscious Landscaping
Community Gathering Spaces

before + after

THE RESIDENTS

Households living or employed in Mono County, including Mammoth Lakes.

$ Households earning below 80% of the Area Median Income: 1 person limit: $44,200, 2 person: $50,500, 3 person: $56,800.

THE LOCATION

An incredible central, walkable location close to a variety of amenities including free public transit, shopping, schools, medical facilities, library, grocery stores, community services, and more.

Footloose Sports
MAIN STREET
Rite Aid
Starbucks
Latin Market
Grocery Outlet
Police
Mono County Civic Center
Bleu Market & Kitchen
OLD MAMMOTH RD
Tesla Supercharger
Rafters Restaurant & Lounge
Mammoth Hospital
Roberto's Cafe
Mammoth Mountaineering
★ ACCESS APARTMENTS
MERIDIAN BLVD
Mammoth High School
Mammoth Middle School
The Meat Market
Carl's Jr.
Library
RecZone & Ice Rink
Distant Brewing
Vons
Mammoth Rock 'N' Bowl

FLIP!

THE FUNDING

Access Apartments has been funded through MLH capital, grants, loans, a partial land donation, and local funds. However, due to the lag time between state financing application submission and funding (12+ months), coupled with the impacts to the building industry from the COVID-19 pandemic, the total project cost has increased.

LAND DONATION • IMACA/CESH GRANT • MONO COUNTY GRANT
TOWN OF MAMMOTH LAKES GRANT • PERMANENT FINANCING
MLH CAPITAL • STATE GRANTS/LOANS

GAP IN FUNDS TODAY

THE FINISH LINE

Mammoth Lakes Housing has completed all pre-development work including bid-ready plans and specifications, building permits, NEPA compliance, market studies, relocation plans, and lead/asbestos surveys, as well as secured $5 million towards putting the shovel in the ground.

We are almost there!

This is where you come in! We are asking our community to help us in the final stretch to achieve our shared goal of affordable local housing. We need to raise $1 million in order to ensure the Access Apartments project is completed. Our donors will be celebrated with their names on a commemorative plaque in a prominent location at the project.

$50,000+ • Community Housing Stewardship Circle
$25,000–$49,999 • Protective Roof
$15,000–$24,999 • Sustaining Walls
$10,000–$14,999 • Opening Doors
$5,000–$9,999 • Windows of Opportunity
$1,000–$4,999 • Foundation of Community
up to $999 • Friends of Access

Please visit mammothlakeshousing.org/donate to make your tax-deductible donation. Thank you for helping create a vibrant neighborhood and community through redevelopment and reuse!

ABOUT MLH

MAMMOTH LAKES HOUSING, INC.

Mammoth Lakes Housing, Inc. is a private, not for profit organization serving Mono, Inyo, and Alpine Counties. Since its inception in 2003, the organization has turned its initial start-up funds of $210,000 into nearly $47 million in grants, bonds, and tax credits for workforce housing and directly created 130 rental and ownership homes within Mammoth Lakes.

Visit **mammothlakeshousing.org** to learn more, or contact Executive Director Patricia Robertson with any questions: (760) 934-4740 or **patricia@mammothlakeshousing.org**.

Tax ID 72-155-3662

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SUBRECIPIENT AGREEMENT

AGREEMENT BETWEEN Town of Mammoth Lakes
AND
Mammoth Lakes Housing, Inc.
FOR
21-CDBG-_____

</div>

THIS AGREEMENT, entered this _____ day of _____, 2022 by and between the <u>Town of Mammoth Lakes</u> (herein called the "Grantee") and <u>Mammoth Lakes Housing, Inc.</u> (herein called the "Subrecipient").

WHEREAS, the Grantee has applied for and received funds from the State of California, Department of Housing and Community Development, State Community Development Block Grant Program ("the Department") originating from the United States Government under Title I of the Housing and Community Development Act of 1974, as amended (HCD Act), Public Law 93-383; and

WHEREAS, the Grantee wishes to engage the Subrecipient to assist the Grantee in utilizing such funds for its Community Development Block Grant (CDBG) Grant 21-CDBG-_____, Access Apartments Housing Rehabilitation project (the "Grant").

NOW, THEREFORE, it is agreed between the parties hereto that;

I.   SCOPE OF SERVICE

      A.   **Activities**

The Subrecipient will be responsible for administering the Grant in a manner satisfactory to the Grantee and consistent with any standards required as a condition of providing these funds. Such program will include the following activities eligible under the Community Development Block Grant program:

Program Delivery

Activity #1   Housing Rehabilitation – The Grantee will loan the Grant funds to the Subrecipient to rehabilitate the existing commercial property owned by the Subrecipient and located at 238 Sierra Manor Road into eleven one-bedroom apartments.

Subrecipient shall ensure that all necessary tasks related to the delivery of the activity and specified in the Grantee's Standard Agreement Detailed Scope of Work (Exhibit E, Section IV) and Budget Report are completed and adhered to.

General Administration

Subrecipient will also conduct all administrative duties in conjunction with this activity, such as, labor compliance reporting and oversight. Additionally, Subrecipient will provide overall general coordination of program reporting to CDBG, fiscal reporting, and general coordination on the <u>Grant</u>.

B.   National Objectives

All activities funded with CDGB funds must meet one of the CDBG program's National Objectives: benefit low- and moderate-income persons; aid in the prevention or elimination of slums or blight; or meet community development needs having a particular urgency, as defined in 24 CFR 570.208.

The Subrecipient certifies that the activities carried out under this Agreement will meet the National Objective to benefit low- and moderate-income persons. The National Objective will be met because CDBG program funds will be used in the Town of Mammoth Lakes to rehabilitate two structures to provide income-restricted apartments to low-income households. Each household will be income certified to verify that they meet the low-income requirements and earn less than 80% of the Area Median Income for Mono County. The Grantee and/or the Subrecipient will market the program to the targeted groups: families, workforce, and single adults.

C.   Levels of Accomplishment – Goals and Performance Measures

The levels of accomplishment may include such measures as units rehabbed, persons or households assisted and should also include time frames for performance.

The Subrecipient agrees to provide the following levels of program services:

Activity	Units per Month	Total Units/Year
Activity #1	*will vary*	*11*

D.   Staffing

Executive Director
Grant & Financial Associate
Housing Navigator
Rural West Intern

E.   Performance Monitoring

The Grantee will monitor the performance of the Subrecipient against goals and performance standards as stated above. Substandard performance as determined by the Grantee will constitute noncompliance with this Agreement. If action to correct such substandard performance is not taken by the Subrecipient within a reasonable period of time after being notified by the Grantee, contract suspension or termination procedures will be initiated.

II.   TIME OF PERFORMANCE

Services of the Subrecipient shall start on the effective date of the Grantee's Standard Agreement for the Grant and end on the date specified in the Grantee's Standard Agreement for the Grant. The term of this Agreement and the provisions herein shall be extended to cover any additional time period during which the Subrecipient remains in control of CDBG funds or other CDBG assets, including program income.

III. BUDGET

Item	Amount
Multi-Family Housing Rehabilitation	$2,318,486
Rehabilitation Activity Delivery	$472,212
General Administration	$210,003 ($15,000 reserved for Grantee)
TOTAL	$3,000,701

Any indirect costs charged must be consistent with the conditions of Paragraph VIII (C)(2) of this Agreement. In addition, the Grantee may require a more detailed budget breakdown than the one contained herein, and the Subrecipient shall provide such supplementary budget information in a timely fashion in the form and content prescribed by the Grantee. Any amendments to the budget must be approved in writing by both the Grantee and the Subrecipient.

IV. PAYMENT

It is expressly agreed and understood that the total amount to be paid by the Grantee to the Subrecipient under this Agreement shall not exceed $2,985,701. Drawdowns for the payment of eligible expenses shall be made against the line item budgets specified in Paragraph III herein and in accordance with performance. Expenses for general administration shall also be paid against the line item budgets specified in Paragraph III and in accordance with performance.

Payments may be contingent upon certification of the Subrecipient's financial management system in accordance with the standards specified in 24 CFR Part 84.21.

V. NOTICES

Notices required by this Agreement shall be in writing and delivered via mail (postage prepaid), commercial courier, or personal delivery or sent by facsimile or other electronic means. Any notice delivered or sent as aforesaid shall be effective on the date of delivery or sending. All notices and other written communications under this Agreement shall be addressed to the individuals in the capacities indicated below, unless otherwise modified by subsequent written notice.

Communication and details concerning this contract shall be directed to the following contract representatives:

Grantee	Subrecipient
Daniel C. Holler, Town Manager	Patricia Robertson, Executive Director
Town of Mammoth Lakes	Mammoth Lakes Housing, Inc.
437 Old Mammoth Road	587 Old Mammoth Road #4
P.O. Box 1609	P.O. Box 260
Mammoth Lakes, CA 93546	Mammoth Lakes, CA 93546
P: (760) 965-3600	P: (760) 934-4740
F: (760) 934-7493	F: (760) 934-4724

VI. SPECIAL CONDITIONS

None.

VII. GENERAL CONDITIONS

A.   General Compliance

The Subrecipient agrees to comply with the requirements of Title 24 of the Code of Federal Regulations, Part 570 (the U.S. Housing and Urban Development regulations concerning Community Development Block Grants (CDBG)) including subpart K of these regulations, except that (1) the Subrecipient does not assume the recipient's environmental responsibilities described in 24 CFR 570.604 and (2) the Subrecipient does not assume the recipient's responsibility for initiating the review process under the provisions of 24 CFR Part 52. The Subrecipient also agrees to comply with all other applicable Federal, state and local laws, regulations, and policies governing the funds provided under this contract. The Subrecipient further agrees to utilize funds available under this Agreement to supplement rather than supplant funds otherwise available.

B.   "Independent Contractor"

Nothing contained in this Agreement is intended to, or shall be construed in any manner, as creating or establishing the relationship of employer/employee between the parties. The Subrecipient shall at all times remain an "independent contractor" with respect to the services to be performed under this Agreement. The Grantee shall be exempt from payment of all Unemployment Compensation, FICA, retirement, life and/or medical insurance and Workers' Compensation Insurance, as the Subrecipient is an independent contractor.

C.   Hold Harmless

The Subrecipient shall hold harmless, defend and indemnify the Grantee from any and all claims, actions, suits, charges and judgments whatsoever that arise out of the Subrecipient's performance or nonperformance of the services or subject matter called for in this Agreement.

D.   Workers' Compensation

The Subrecipient shall provide Workers' Compensation Insurance coverage for all of its employees involved in the performance of this Agreement.

E.   Insurance & Bonding

The Subrecipient shall carry sufficient insurance coverage to protect contract assets from loss due to theft, fraud and/or undue physical damage, and as a minimum shall purchase a blanket fidelity bond covering all employees in an amount equal to cash advances from the Grantee.

The Subrecipient shall comply with the bonding and insurance requirements of 24 CFR 84.31 and 84.48, Bonding and Insurance.

F.   Grantee Recognition

The Subrecipient shall insure recognition of the role of the Grantee in providing services through this Agreement. All activities, facilities and items utilized pursuant to this Agreement shall be prominently labeled as to funding source. In addition, the Subrecipient will include a reference to the support provided herein in all publications made possible with funds made available under this Agreement.

G.   Amendments

The Grantee or Subrecipient may amend this Agreement at any time provided that such amendments make specific reference to this Agreement, and are executed in writing, signed

by a duly authorized representative of each organization, and approved by the Grantee's governing body. Such amendments shall not invalidate this Agreement, nor relieve or release the Grantee or Subrecipient from its obligations under this Agreement.

The Grantee may, in its discretion, amend this Agreement to conform with Federal, state or local governmental guidelines, policies and available funding amounts, or for other reasons. If such amendments result in a change in the funding, the scope of services, or schedule of the activities to be undertaken as part of this Agreement, such modifications will be incorporated only by written amendment signed by both Grantee and Subrecipient.

H.   Suspension or Termination

In accordance with 24 CFR Part 85.43, the Grantee may suspend or terminate this Agreement if the Subrecipient materially fails to comply with any terms of this Agreement, which include (but are not limited to) the following:

1.   Failure to comply with any of the rules, regulations or provisions referred to herein, or such statutes, regulations, executive orders, and HUD guidelines, policies or directives as may become applicable at any time;

2.   Failure, for any reason, of the Subrecipient to fulfill in a timely and proper manner its obligations under this Agreement;

3.   Ineffective or improper use of funds provided under this Agreement; or

4.   Submission by the Subrecipient to the Grantee reports that are incorrect or incomplete in any material respect.

In accordance with 24 CFR Part 85.44, this Agreement may also be terminated for convenience by either the Grantee or the Subrecipient, in whole or in part, by setting forth the reasons for such termination, the effective date, and, in the case of partial termination, the portion to be terminated. However, if in the case of a partial termination, the Grantee determines that the remaining portion of the award will not accomplish the purpose for which the award was made, the Grantee may terminate the award in its entirety.

VIII.   ADMINISTRATIVE REQUIREMENTS

A.   Financial Management

1.   Accounting Standards

The Subrecipient agrees to comply with 24 CFR Part 84.21−28 and agrees to adhere to the accounting principles and procedures required therein, utilize adequate internal controls, and maintain necessary source documentation for all costs incurred.

2.   Cost Principles

The Subrecipient shall administer its program in conformance with 2 CFR Part 200 subpart E, "Cost Principles for Non-Profit Organizations" (formerly OMB Circular A-122), as applicable. These principles shall be applied for all costs incurred whether charged on a direct or indirect basis.

B.   Documentation and Record Keeping

    1.   Records to be Maintained

The Subrecipient shall maintain all records required by the Federal regulations specified in 24 CFR 570.506, that are pertinent to the activities to be funded under this Agreement. Such records shall include but not be limited to:

a)   Records providing a full description of each activity undertaken;
b)   Records demonstrating that each activity undertaken meets one of the National Objectives of the CDBG program;
c)   Records required to determine the eligibility of activities;
d)   Records required to document the acquisition, improvement, use or disposition of real property acquired or improved with CDBG assistance;
e)   Records documenting compliance with the fair housing and equal opportunity components of the CDBG program;
f)   Financial records as required by 24 CFR 570.502, and 24 CFR 84.21–28; and
g)   Other records necessary to document compliance with Subpart K of 24 CFR Part 570.

    2.   Retention

The Subrecipient shall retain all financial records, supporting documents, statistical records, and all other records pertinent to the Agreement for a period of five (5) years. The retention period begins on the date of the submission of the Grantee's annual performance and evaluation report to HUD in which the activities assisted under the Agreement are reported on for the final time. Notwithstanding the above, if there is litigation, claims, audits, negotiations or other actions that involve any of the records cited and that have started before the expiration of the five-year period, then such records must be retained until completion of the actions and resolution of all issues, or the expiration of the five-year period, whichever occurs later.

    3.   Client Data

The Subrecipient shall maintain client data demonstrating client eligibility for services provided. Such data shall include, but not be limited to, client name, address, income level or other basis for determining eligibility, and description of service provided. Such information shall be made available to Grantee monitors or their designees for review upon request.

    4.   Disclosure

The Subrecipient understands that client information collected under this contract is private and the use or disclosure of such information, when not directly connected with the administration of the Grantee's or Subrecipient's responsibilities with respect to services provided under this contract, is prohibited by various federal, state, and county laws, regulations, and ordinances unless written consent is obtained from such person receiving service and, in the case of a minor, that of a responsible parent/guardian.

5.   Closeouts

The Subrecipient's obligation to the Grantee shall not end until all close-out requirements are completed. Activities during this close-out period shall include, but are not limited to: making final payments, disposing of program assets (including the return of all unused materials, equipment, unspent cash advances, program income balances, and accounts receivable to the Grantee), and determining the custodianship of records. Notwithstanding the foregoing, the terms of this Agreement shall remain in effect during any period that the Subrecipient has control over CDBG funds, including program income.

6.   Audits & Inspections

All Subrecipient records with respect to any matters covered by this Agreement shall be made available to the Grantee, grantor agency, and the Comptroller General of the United States or any of their authorized representatives, at any time during normal business hours, as often as deemed necessary, to audit, examine, and make excerpts or transcripts of all relevant data. Any deficiencies noted in audit reports must be fully cleared by the Subrecipient within 30 days after receipt by the Subrecipient. Failure of the Subrecipient to comply with the above audit requirements will constitute a violation of this contract and may result in the withholding of future payments. The Subrecipient hereby agrees to have an annual agency audit conducted in accordance with current Grantee policy concerning subrecipient audits and 2 CFR Part 200.500 (formerly OMB Circular A-133).

C.   Reporting and Payment Procedures

1.   Program Income

The Subrecipient shall report semi-annually all program income (as defined at 24 CFR 570.500(a)) generated by activities carried out with CDBG funds made available under this Agreement. A copy of each report shall be provided by the Subrecipient to the Grantee no later than January 30th and July 31st. The use of program income by the Subrecipient shall comply with the requirements set forth at 24 CFR 570.504. By way of further limitations, the Subrecipient may use such income during the contract period for activities permitted under this contract and shall reduce requests for additional funds by the amount of any such program income balance on hand. All unexpended program income shall be returned to the Grantee at the end of the contract period. Any interest earned on cash advances from the U.S. Treasury and from funds held in a revolving fund account is not program income and shall be remitted promptly to the Grantee. Program Income reports completed outside of the term of this agreement will be billed on an hourly basis.

2.   Indirect Costs

If indirect costs are charged, the Subrecipient will develop an indirect cost allocation plan for determining the appropriate Subrecipient's share of administrative costs and shall submit such plan to the Grantee for approval, in a form specified by the Grantee.

3.   Payment Procedures

The Grantee will pay to the Subrecipient funds available under this Agreement based upon information submitted by the Subrecipient and consistent with any approved budget and Grantee policy concerning payments. Payments will be made for eligible expenses actually incurred by the Subrecipient, and not to exceed actual cash requirements. Payments will be adjusted by the Grantee in accordance with program income balances available in Subrecipient accounts. In addition, the Grantee reserves the right to liquidate funds available under this contract for costs incurred by the Grantee on behalf of the Subrecipient.

4.   Progress Reports

The Subrecipient shall submit regular Progress Reports to the Grantee in the form, content, and frequency as required by the Grantee.

5.   State CDBG Report(s)

The Subrecipient shall submit any required status reports to the State. A copy of each report shall be provided by the Subrecipient to the Grantee in a timely fashion.

D.   Procurement

1.   Compliance

The Subrecipient shall comply with current Grantee policy concerning the purchase of equipment and shall maintain inventory records of all non-expendable personal property as defined by such policy as may be procured with funds provided herein. All program assets (unexpended program income, property, equipment, etc.) shall revert to the Grantee upon termination of this Agreement.

2.   OMB Standards

Unless specified otherwise within this agreement, the Subrecipient shall procure all materials, property, or services in accordance with the requirements of 24 CFR Part 200.318.

3.   Travel

The Subrecipient shall obtain written approval from the Grantee for any travel outside the Town's municipal boundary with funds provided under this Agreement.

E.   Use and Reversion of Assets

The use and disposition of real property and equipment under this Agreement shall be in compliance with the requirements of 24 CFR Part 84 and 24 CFR 570.502, 570.503, and 570.504, as applicable, which include but are not limited to the following:

1.   The Subrecipient shall transfer to the Grantee any CDBG funds on hand and any accounts receivable attributable to the use of funds under this Agreement at the time of expiration, cancellation, or termination.

2. Real property under the Subrecipient's control that was acquired or improved, in whole or in part, with funds under this Agreement in excess of $25,000 shall be used to meet one of the CDBG National Objectives pursuant to 24 CFR 570.208 until five (5) years after expiration of this Agreement . If the Subrecipient fails to use CDBG-assisted real property in a manner that meets a CDBG National Objective for the prescribed period of time, the Subrecipient shall pay the Grantee an amount equal to the current fair market value of the property less any portion of the value attributable to expenditures of non-CDBG funds for acquisition of, or improvement to, the property. Such payment shall constitute program income to the Grantee. The Subrecipient may retain real property acquired or improved under this Agreement after the expiration of the five-year period .

3. In all cases in which equipment acquired, in whole or in part, with funds under this Agreement is sold, the proceeds shall be program income (prorated to reflect the extent to that funds received under this Agreement were used to acquire the equipment). Equipment not needed by the Subrecipient for activities under this Agreement shall be (a) transferred to the Grantee for the CDBG program or (b) retained after compensating the Grantee [an amount equal to the current fair market value of the equipment less the percentage of non-CDBG funds used to acquire the equipment].

IX. **RELOCATION, REAL PROPERTY ACQUISITION AND ONE-FOR-ONE HOUSING REPLACEMENT**

The Subrecipient agrees to comply with (a) the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (URA), and implementing regulations at 49 CFR Part 24 and 24 CFR 570.606(b); (b) the requirements of 24 CFR 570.606(c) governing the Residential Anti-displacement and Relocation Assistance Plan under section 104(d) of the HCD Act; and (c) the requirements in 24 CFR 570.606(d) governing optional relocation policies. [The Grantee may preempt the optional policies.] The Subrecipient shall provide relocation assistance to displaced persons as defined by 24 CFR 570.606(b)(2) that are displaced as a direct result of acquisition, rehabilitation, demolition or conversion for a CDBG-assisted project. The Subrecipient also agrees to comply with applicable Grantee ordinances, resolutions and policies concerning the displacement of persons from their residences.

X. **PERSONNEL & PARTICIPANT CONDITIONS**

A. Civil Rights

1. Compliance

The Subrecipient agrees to comply with local and state civil rights ordinances and with Title VI of the Civil Rights Act of 1964 as amended, Title VIII of the Civil Rights Act of 1968 as amended, Section 104(b) and Section 109 of Title I of the Housing and Community Development Act of 1974 as amended, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Age Discrimination Act of 1975, Executive Order 11063, and Executive Order 11246 as amended by Executive Orders 11375, 11478, 12107 and 12086.

2. Nondiscrimination

The Subrecipient agrees to comply with the non-discrimination in employment and contracting opportunities laws, regulations, and executive orders referenced in 24

CFR 570.607, as revised by Executive Order 13279. The applicable non-discrimination provisions in Section 109 of the HCDA are still applicable.

3. Land Covenants

This contract is subject to the requirements of Title VI of the Civil Rights Act of 1964 (P. L. 88-352) and 24 CFR 570.601 and 570.602. In regard to the sale, lease, or other transfer of land acquired, cleared or improved with assistance provided under this contract, the Subrecipient shall cause or require a covenant running with the land to be inserted in the deed or lease for such transfer, prohibiting discrimination as herein defined, in the sale, lease or rental, or in the use or occupancy of such land, or in any improvements erected or to be erected thereon, providing that the Grantee and the United States are beneficiaries of and entitled to enforce such covenants. The Subrecipient, in undertaking its obligation to carry out the program assisted hereunder, agrees to take such measures as are necessary to enforce such covenant, and will not itself so discriminate.

4. Section 504

The Subrecipient agrees to comply with all Federal regulations issued pursuant to compliance with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination against the individuals with disabilities or handicaps in any Federally assisted program. The Grantee shall provide the Subrecipient with any guidelines necessary for compliance with that portion of the regulations in force during the term of this Agreement. The 504 Coordinator is designated as Patricia Robertson, Executive Director, Mammoth Lakes Housing, Inc.

B. Affirmative Action

1. Approved Plan

The Subrecipient agrees that it shall be committed to carry out pursuant to the Grantee's specifications an Affirmative Action Program, including marketing, in keeping with the principles as provided in President's Executive Order 11246 of September 24, 1966. The Grantee shall provide Affirmative Action guidelines to the Subrecipient to assist in the formulation of such program. The Subrecipient shall submit a plan for an Affirmative Action Program for approval prior to the award of funds.

2. Women- and Minority-Owned Businesses (W/MBE)

The Subrecipient will use its best efforts to afford small businesses, minority business enterprises, and women's business enterprises the maximum practicable opportunity to participate in the performance of this contract. As used in this contract, the terms "small business" means a business that meets the criteria set forth in section 3(a) of the Small Business Act, as amended (15 U.S.C. 632), and "minority and women's business enterprise" means a business at least fifty-one (51) percent owned and controlled by minority group members or women. For the purpose of this definition, "minority group members" are Afro-Americans, Spanish-speaking, Spanish surnamed or Spanish-heritage Americans, Asian-Americans, and American Indians. The Subrecipient may rely on written

representations by businesses regarding their status as minority and female business enterprises in lieu of an independent investigation.

3.   Access to Records

The Subrecipient shall furnish and cause each of its own subrecipients or subcontractors to furnish all information and reports required hereunder and will permit access to its books, records and accounts by the Grantee, HUD or its agent, or other authorized Federal officials for purposes of investigation to ascertain compliance with the rules, regulations and provisions stated herein.

4.   Notifications

The Subrecipient will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or worker's representative of the Subrecipient's commitments hereunder, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

5.   Equal Employment Opportunity and Affirmative Action (EEO/AA) Statement

The Subrecipient will, in all solicitations or advertisements for employees placed by or on behalf of the Subrecipient, state that it is an Equal Opportunity or Affirmative Action employer. Additional State of California Requirements regarding the State Equal Opportunity provisions are contained in Attachment A.

6.   Subcontract Provisions

The Subrecipient will include the provisions of Paragraphs X.A, Civil Rights, and B, Affirmative Action, in every subcontract or purchase order, specifically or by reference, so that such provisions will be binding upon each of its own subrecipients or subcontractors.

C.   Employment Restrictions

1.   Prohibited Activity

The Subrecipient is prohibited from using funds provided herein or personnel employed in the administration of the program for: political activities; inherently religious activities; lobbying; political patronage; and nepotism activities.

2.   Labor Standards

The Subrecipient agrees to comply with the requirements of the Secretary of Labor in accordance with the Davis-Bacon Act as amended, the provisions of Contract Work Hours and Safety Standards Act (40 U.S.C. 327 *et seq.*) and all other applicable Federal, state and local laws and regulations pertaining to labor standards insofar as those acts apply to the performance of this Agreement. The Subrecipient agrees to comply with the Copeland Anti-Kick Back Act (18 U.S.C. 874 *et seq.*) and its implementing regulations of the U.S. Department of Labor at 29 CFR Part 5. The Subrecipient shall maintain documentation that demonstrates

compliance with hour and wage requirements of this part. Such documentation shall be made available to the Grantee for review upon request.

The Subrecipient agrees that, except with respect to the rehabilitation or construction of residential property containing less than eight (8) units, all contractors engaged under contracts in excess of $2,000.00 for construction, renovation or repair work financed in whole or in part with assistance provided under this contract, shall comply with Federal requirements adopted by the Grantee pertaining to such contracts and with the applicable requirements of the regulations of the Department of Labor, under 29 CFR Parts 1, 3, 5 and 7 governing the payment of wages and ratio of apprentices and trainees to journey workers; provided that, if wage rates higher than those required under the regulations are imposed by state or local law, nothing hereunder is intended to relieve the Subrecipient of its obligation, if any, to require payment of the higher wage. The Subrecipient shall cause or require to be inserted in full, in all such contracts subject to such regulations, provisions meeting the requirements of this paragraph.

3. "Section 3" Clause

    a) Compliance: Compliance with the provisions of Section 3 of the HUD Act of 1968, as amended, and as implemented by the regulations set forth in 24 CFR Part 135, and all applicable rules and orders issued hereunder prior to the execution of this contract, shall be a condition of the Federal financial assistance provided under this contract and binding upon the Grantee, the Subrecipient and any of the Subrecipient's subrecipients and subcontractors. Failure to fulfill these requirements shall subject the Grantee, the Subrecipient and any of the Subrecipient's subrecipients and subcontractors, their successors and assigns, to those sanctions specified by the Agreement through which Federal assistance is provided. The Subrecipient certifies and agrees that no contractual or other disability exists that would prevent compliance with these requirements.

    The Subrecipient further agrees to comply with these "Section 3" requirements and to include the following language in all subcontracts executed under this Agreement:

    > "The work to be performed under this Agreement is a project assisted under a program providing direct Federal financial assistance from HUD and is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. 1701). Section 3 requires that to the greatest extent feasible opportunities for training and employment be given to low- and very low-income residents of the project area, and that contracts for work in connection with the project be awarded to business concerns that provide economic opportunities for low- and very low-income persons residing in the metropolitan area in which the project is located."

    The Subrecipient further agrees to ensure that opportunities for training and employment arising in connection with a housing rehabilitation (including reduction and abatement of lead-based paint hazards), housing construction, or other public construction project are given to low- and

very low-income persons residing within the metropolitan area in which the CDBG-funded project is located; where feasible, priority should be given to low- and very low-income persons within the service area of the project or the neighborhood in which the project is located, and to low- and very low-income participants in other HUD programs; and award contracts for work undertaken in connection with a housing rehabilitation (including reduction and abatement of lead-based paint hazards), housing construction, or other public construction project to business concerns that provide economic opportunities for low- and very low-income persons residing within the metropolitan area in which the CDBG-funded project is located; where feasible, priority should be given to business concerns that provide economic opportunities to low- and very low-income residents within the service area or the neighborhood in which the project is located, and to low- and very low-income participants in other HUD programs.

The Subrecipient certifies and agrees that no contractual or other legal incapacity exists that would prevent compliance with these requirements.

b) Notifications: The Subrecipient agrees to send to each labor organization or representative of workers with which it has a collective bargaining agreement or other contract or understanding, if any, a notice advising said labor organization or worker's representative of its commitments under this Section 3 clause and shall post copies of the notice in conspicuous places available to employees and applicants for employment or training.

c) Subcontracts: The Subrecipient will include this Section 3 clause in every subcontract and will take appropriate action pursuant to the subcontract upon a finding that the subcontractor is in violation of regulations issued by the grantor agency. The Subrecipient will not subcontract with any entity where it has notice or knowledge that the latter has been found in violation of regulations under 24 CFR Part 135 and will not let any subcontract unless the entity has first provided it with a preliminary statement of ability to comply with the requirements of these regulations.

D. Conduct

1. Assignability

The Subrecipient shall not assign or transfer any interest in this Agreement without the prior written consent of the Grantee thereto; provided, however, that claims for money due or to become due to the Subrecipient from the Grantee under this contract may be assigned to a bank, trust company, or other financial institution without such approval. Notice of any such assignment or transfer shall be furnished promptly to the Grantee.

2. Subcontracts

a) Approvals: The Subrecipient shall not enter into any subcontracts with any agency or individual in the performance of this contract without the written consent of the Grantee prior to the execution of such agreement.

b) Monitoring: The Subrecipient will monitor all subcontracted services on a regular basis to assure contract compliance. Results of monitoring efforts

shall be summarized in written reports and supported with documented evidence of follow-up actions taken to correct areas of noncompliance.

c) Content: The Subrecipient shall cause all of the provisions of this contract in its entirety to be included in and made a part of any subcontract executed in the performance of this Agreement.

d) Selection Process: The Subrecipient shall undertake to insure that all subcontracts let in the performance of this Agreement shall be awarded on a fair and open competition basis in accordance with applicable procurement requirements. Executed copies of all subcontracts shall be forwarded to the Grantee along with documentation concerning the selection process.

3. Hatch Act

The Subrecipient agrees that no funds provided, nor personnel employed under this Agreement, shall be in any way or to any extent engaged in the conduct of political activities in violation of Chapter 15 of Title V of the U.S.C.

4. Conflict of Interest

The Subrecipient agrees to abide by the provisions of 24 CFR 84.42 and 570.611, which include (but are not limited to) the following:

a) The Subrecipient shall maintain a written code or standards of conduct that shall govern the performance of its officers, employees or agents engaged in the award and administration of contracts supported by Federal funds.

b) No employee, officer or agent of the Subrecipient shall participate in the selection, or in the award, or administration of, a contract supported by Federal funds if a conflict of interest, real or apparent, would be involved.

c) No covered persons who exercise or have exercised any functions or responsibilities with respect to CDBG-assisted activities, or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest in any contract, or have a financial interest in any contract, subcontract, or agreement with respect to the CDBG-assisted activity, or with respect to the proceeds from the CDBG-assisted activity, either for themselves or those with whom they have business or immediate family ties, during their tenure or for a period of one (1) year thereafter. For purposes of this paragraph, a "covered person" includes any person who is an employee, agent, consultant, officer, or elected or appointed official of the Grantee, the Subrecipient, or any designated public agency.

5. Lobbying

The Subrecipient hereby certifies that:

a) No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in

connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;

b)   If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and

c)   It will require that the language of paragraph (d) of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all Subrecipients shall certify and disclose accordingly:

d)   Lobbying Certification

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

6.   Copyright

If this contract results in any copyrightable material or inventions, the Grantee and/or grantor agency reserves the right to royalty-free, non-exclusive and irrevocable license to reproduce, publish or otherwise use and to authorize others to use, the work or materials for governmental purposes.

7.   Religious Activities

The Subrecipient agrees that funds provided under this Agreement will not be utilized for inherently religious activities prohibited by 24 CFR 570.200(j), such as worship, religious instruction, or proselytization.

XI.   ENVIRONMENTAL CONDITIONS

A.   Air and Water

The Subrecipient agrees to comply with the following requirements insofar as they apply to the performance of this Agreement:

- Clean Air Act, 42 U.S.C. , 7401, *et seq.*;

- Federal Water Pollution Control Act, as amended, 33 U.S.C., 1251, *et seq.*, as amended, 1318 relating to inspection, monitoring, entry, reports, and information,

as well as other requirements specified in said Section 114 and Section 308, and all regulations and guidelines issued thereunder; and

- Environmental Protection Agency (EPA) regulations pursuant to 40 CFR Part 50, as amended.

B.   Flood Disaster Protection

In accordance with the requirements of the Flood Disaster Protection Act of 1973 (42 U.S.C. 4001), the Subrecipient shall assure that for activities located in an area identified by the Federal Emergency Management Agency (FEMA) as having special flood hazards, flood insurance under the National Flood Insurance Program is obtained and maintained as a condition of financial assistance for acquisition or construction purposes (including rehabilitation).

C.   Lead-Based Paint

The Subrecipient agrees that any construction or rehabilitation of residential structures with assistance provided under this Agreement shall be subject to HUD Lead-Based Paint Regulations at 24 CFR 570.608, and 24 CFR Part 35, Subpart B. Such regulations pertain to all CDBG-assisted housing and require that all owners, prospective owners, and tenants of properties constructed prior to 1978 be properly notified that such properties may include lead-based paint. Such notification shall point out the hazards of lead-based paint and explain the symptoms, treatment and precautions that should be taken when dealing with lead-based paint poisoning and the advisability and availability of blood lead level screening for children under seven. The notice should also point out that if lead-based paint is found on the property, abatement measures may be undertaken. The regulations further require that, depending on the amount of Federal funds applied to a property, paint testing, risk assessment, treatment and/or abatement may be conducted.

D.   Historic Preservation

The Subrecipient agrees to comply with the Historic Preservation requirements set forth in the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470) and the procedures set forth in 36 CFR Part 800, Advisory Council on Historic Preservation Procedures for Protection of Historic Properties, insofar as they apply to the performance of this agreement.

In general, this requires concurrence from the State Historic Preservation Officer for all rehabilitation and demolition of historic properties that are fifty years old or older or that are included on a Federal, state, or local historic property list.

E.   NEPA Compliance

The Subrecipient shall prepare the required National Environmental Policy Act (NEPA) documentation consistent with 42 USC 4321-4347 and the implementing regulations at 24 CFR Parts 50 and 58. The Subrecipient shall provide the required NEPA documentation to the State and the original documentation to the Grantee.

XII.   **SEVERABILITY**

If any provision of this Agreement is held invalid, the remainder of the Agreement shall not be affected thereby and all other parts of this Agreement shall nevertheless be in full force and effect.

XIII. SECTION HEADINGS AND SUBHEADINGS

The section headings and subheadings contained in this Agreement are included for convenience only and shall not limit or otherwise affect the terms of this Agreement.

XIV. WAIVER

The Grantee's failure to act with respect to a breach by the Subrecipient does not waive its right to act with respect to subsequent or similar breaches. The failure of the Grantee to exercise or enforce any right or provision shall not constitute a waiver of such right or provision.

XV. ENTIRE AGREEMENT

This agreement constitutes the entire agreement between the Grantee and the Subrecipient for the use of funds received under this Agreement and it supersedes all prior or contemporaneous communications and proposals, whether electronic, oral, or written between the Grantee and the Subrecipient with respect to this Agreement.

IN WITNESS WHEREOF, the Parties have executed this contract as of the date first written above.

Town of Mammoth Lakes (Grantee)   Mammoth Lakes Housing, Inc. (Subrecipient)

By _____   By _____
    Daniel C. Holler, Town Manager   Patricia Robertson, Executive Director

Attest _____
     TOWN CLERK

Countersigned: _____   By _____
     FINANCE OFFICER
                             Title _____

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

                                      Fed. I.D. _____

_____
TOWN ATTORNEY

                         AFFIRMATIVE ACTION APPROVAL

                         _____
                         CONTRACT COMPLIANCE SUPERVISOR/
                         TOWN CLERK

MAMMOTH LAKES HOUSING, INC.
FISCAL YEAR 22/23 OPERATING BUDGET

	FY 22/23 Budget	FY 21/22 Forcast Actual	FY 21/22 Budget	Variances 22/23 Budget vs. 21/22 Budget $	%	Comments Strategic Plan Alignment	Board Strategic Priorities 2021
REVENUE							
Town Contract Services	336,000	336,000	346,500	(10,500)	-3%	C-3: Serve and support existing collaborative efforts for housing	F-2.2: Coordinate with Town of Mammoth Lakes Housing Coordinator
Contract Income - Other	14,700	12,127	15,900	(1,200)	-8%	A-1.3: Collaborate with regional partners to reach MLH goals; C-1: Strengthn relationships with partners in order to work together to create housing units	E-2.2.1: Parter with Mono County to create Latino Coalition position
Property Management Fees	27,591	27,591	27,591	-	0%	B-1.3: Provide property management services for existing MLH rental units	
Fundraising	1,000	15,000	1,000	-	0%	D-1: Raise $20,000 in 5 years in private donations	
Application Revenue	550	475	550	-	0%	B-1: Serve over 1,000 people through MLH programs and services	
Misc. Revenue	-	34,594	-	-	0%	B-1.2.1: Provide stewardship services for 38 ownership deed restrictions	
Grant Administration / Activity Fees	200,000	127,568	49,500	150,500	304%	B-1: Serve over 1,000 people through MLH programs and services	
Total Revenue	**$ 579,841**	**$ 553,355**	**$ 441,041**	**$ 138,800**	**31%**		

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OPERATING EXPENSES							
Marketing	4,500	4,477	4,500	-	0%	E-1: Build awareness and support for MLH through a strong marketing program	E-1.1: Create marketing plan
							F-1.3.1: Select strategic topics for the Board to discuss
Board Development	5,000	1,500	5,000	-	0%	F-1: Strengthen Board	
Dues & Subscriptions	4,400	5,126	4,400	-	0%		
Licenses and Permits	600	300	600	-	0%		
Meeting Expense	1,800	1,000	1,800	-	0%	E-2: Engage with community to bring diverse perspectives into the regional housing conversation	
Office Supplies	10,200	9,988	10,200	-	0%		
Software	-	-	-	-	0%	F-3.2: Research and implement database for deed restrictions and home buyer loans	B-1.2.1: Provide stewardship of existing deed restrictions
Postage and Delivery	-	-	-	-	0%		
Printing and Reproduction	1,000	981	1,000	-	0%		
Repairs & Maintenance	1,000	806	500	500	100%		
Utilities	10,432	6,879	7,552	2,880	38%		
Deed restriction subsidy	28,000	21,292	28,000	-	0%	B-1.2.1: Provide stewardship services for 38 ownership deed restrictions	B-1.2.1: Provide stewardship services for 38 ownership deed restrictions
SUBTOTAL	66,932	52,349	63,552	3,380	5%		
INSURANCE							
GL Office	1,858		1,858	(0.40)	0%		
D&O	1,148		1,148	0.10	0%		
Professional	8,140		8,140	(0.10)	0%		
SUBTOTAL	11,146	10,398	11,146	(0.40)	0%		
OFFICE SPACE EXPENSES							
Property Tax	545	386	545	-	0%		
HOA Fees	5,446	5,067	4,538	908.00	20%		
Loan Interest #4	3,845	3,946	3,980	(135.00)	-3%		
SUBTOTAL	9,836	9,399	9,063	773.00	9%		

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PAYROLL EXPENSES						***VISION:*** *Communities in the Eastern Sierra thrive because everyone has access to safe, affordable, quality housing.* ***MISSION:*** *Mammoth Lakes Housing supports community housing for a viable economy and a sustainable community.*	
Salaries & Wages	353,514		259,714	93,800	36%		F-2.3: Fill grant-funded intern position
Payroll Taxes	28,578		22,049	6,529	30%		
Health Insurance	90,000		44,746	45,254	101%		
Payroll Admin	1,500		1,500	-	0%		
SUBTOTAL	473,592	300,644	328,009	145,583	44%		
PROFESSIONAL FEES							
Design & Copy Editing Services	5,000		-				
Website Maintenance & Tech Support	2,000		2,000				
Interpreter Services	600					E-2.2: Serve Latinx Community	
Accounting and Audit	16,000		16,000	-	0%		
Legal Fees	14,000		14,000	-	0%		
Consulting	10,000		42,000	(32,000)	-76%	E-1.1: Create Marketing Plan; D-1.1: Create annual fund development plan	E-1.1: Create Marketing Plan; D-1.1: Create annual fund development plan
SUBTOTAL	47,600	69,669	74,600	-	-		
TRAVEL AND TRAINING							
Airfare	-	-	-	-	0%		
Registration Fees	2,900	-	1,600	1,300	81%		
Hotel	6,100	-	3,050	3,050	100%		
Per diem	3,250	-	2,150	1,100	51%		
Mileage	6,252	-	3,750	2,502	67%		
SUBTOTAL	18,502	3,000	10,550	7,952	75%	F-2: Grow staff capacity	
Total Operating Expenses	**$ 627,608**	**$ 445,459**	**$ 496,920**	**$ 130,688**	**26%**		
Other Revenue and Expenses							
Office Depreciation	6,621	6,621	6,621	-	0%		
Total Net Income/Change in Net Assets	**$ (54,388)**	**$ 101,275**	**$ (62,500)**	**$ 8,112**	**-13%**		

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supports workforce housing
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sustainable community.*

STAFF REPORT

Subject: MLH Programs Update

Presented by: Patricia Robertson, Executive Director

Rental Unit Turnover

- Two-bedroom 60% AMI unit filled in The Jeffreys by a mother working in hospitality and her disabled child
- Three-bedroom 60% AMI unit filled in Manzanita by a mother employed in housekeeping and her three children

Deed Restriction Retention

- One 3-bedroom at Meridian Court is pending MLH buy-back

Ownership Wait List			
Income Level	80% AMI	120% AMI	TOTAL Households
# of Households	3	3	6

Land Trust Expansion – Town of Mammoth Lakes Bridge Program

1. SJV C-5 unit
   a. Closed escrow to MLH 11/8
   b. Needed repairs
      i. Sell furniture - complete
      ii. Paint – complete
      iii. Carpet – complete
      iv. Windows – complete
      v. Minor repairs – complete
   c. Sold to eligible buyer on 4/14

Thank you so much for everything. We are so grateful for this program. Had it not been for this program we would not have been able to become homeowners in this town. I have been with the county for 10 years and now being a homeowner because of this program in this town, I feel as though I can actually retire from the job that I love and continue to serve my community. Thank you again.

2. La Vista Blanc #65
   a. 2-bedroom, 1-bath
   b. Closed to MLH 2/2
   c. Minor repairs – sliding glass door – pending

3. Mountain Shadows #G-1
   a. Studio, 1-bath
   b. Transferred to the Town for employee housing
   c. Minor repairs – Town was buyer and will do repairs and hold unit for employee housing

4. Meridian Court G-101
   a. Town-owned
   b. 3-bedroom, 2-bath
   c. Opened escrow with qualified client on 4/12

5. Meridian Court F-101
   a. Town-owned
   b. 1-bedroom, 1-bath
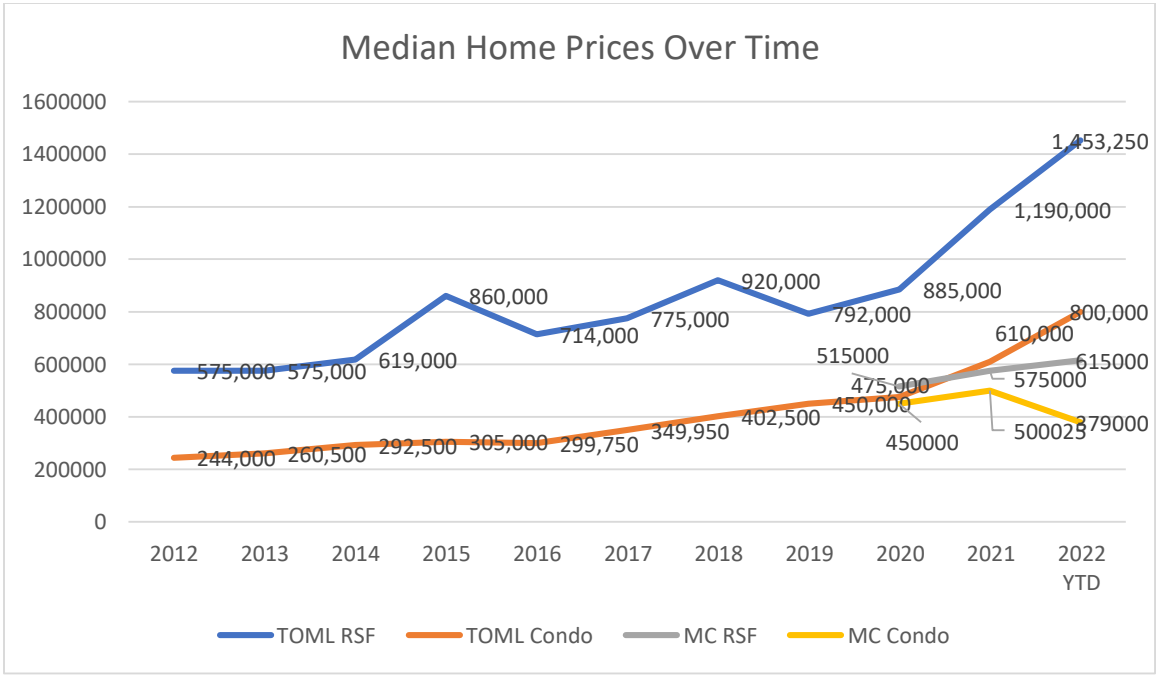   c. Showed to multiple clients, may have one client now

Mortgage Assistance Programs

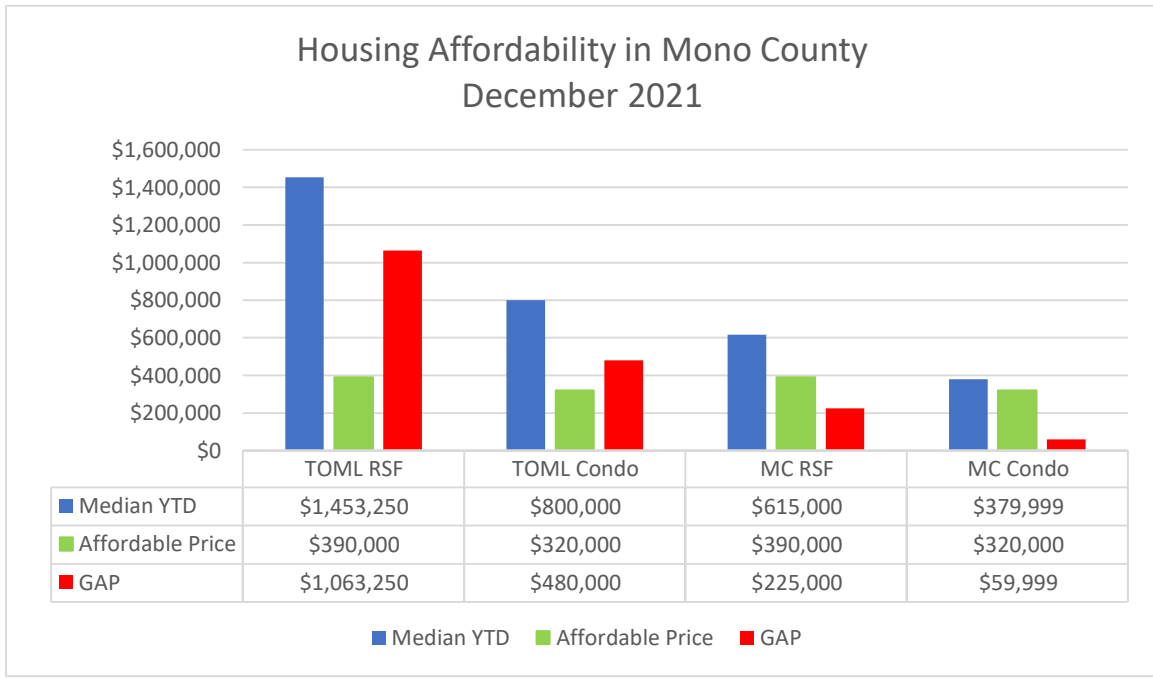| Jurisdiction	Funding Source	AMI	~ Funds Available	Notes
Town	CDBG	80%		*DENIED*
Mono County	CDBG	80%		*Still pending*
Town	BEGIN Reuse	120%	$0	Available at specific complexes.
Town	Local	120%		*Pending development*
Mono County	HOME	80%	$455,800	Expires February 2, 2023

Active Grant Outreach & Marketing

- Regular office hours, meetings with prospective clients, etc.
- Newsletter
- Staff attending vaccine clinics throughout the County: Lee Vining, Crowley Lake, Bridgeport, Walker, Benton
- Sent out to regional Chambers of Commerce

MEDIAN HOME PRICES

% INCREASE OVER 2020			
MC Condo up	-24%	Town Condo up	31%
MC RSF up	7%	Town RSF up	22%

Housing Affordability in Mono County
December 2021

	TOML RSF	TOML Condo	MC RSF	MC Condo
■ Median YTD	$1,453,250	$800,000	$615,000	$379,999
■ Affordable Price	$390,000	$320,000	$390,000	$320,000
■ GAP	$1,063,250	$480,000	$225,000	$59,999

■ Median YTD   ■ Affordable Price   ■ GAP

*Assumptions: 5.5% interest, $400 personal debt, $500 HOA, 10% down (with PMI); 120% AMI household of 4

Emergency Rental Assistance

Rural Community Assistance Corporation allocation expired April 30th and all funds have been expended.

This program has ended.

Other Grants

1. Project Homekey
   a. $4.43M
   b. Meeting on 4/18 and follow up questions from HCD
   c. Should hear by May 5th and award letter May 10th

2. HOME NOFA deadline passed
   a. Due March 10th
   b. Eligible activities
      i. Acquisition + New Construction
      ii. Rental New Construction or Rehab
      iii. Down Payment Assistance
      iv. Tenant Based Rental Assistance
   c. Held meetings with Town of Mammoth Lakes, Inyo County, MLH Dev Comm. on possible applications

3. CDBG – 2021, June 15, 2021
   a. Town/MLH applied for mortgage assistance – DID NOT RECEIVE
      i. Low NEED score
   b. Mono County/MLH applied for mortgage assistance – PENDING

4. CalHome – Submitted November
   a. OVER-SUBSCRIBED BY $67M
   b. Applied for Mortgage Assistance and Rehab (including ADU Loans)
   c. Mono County, $981,000; scored 65/100
   d. Inyo County, $981,000; seemed more competitive because of Opportunity Zones, score TBD

Work Items Completed

- April is Fair Housing month Proclamation at Town Council, 4/7
- Fundraising event for Access Apartments, 4/16
  o RAISED = 1,527 at the event
    ▪ And an additional $1,500+ in coordination with the event

Work Items Currently Ongoing

- **Project Homekey Application and Negotiations**
- **Fundraising for 238 SMR: $63,712**
  o Coffee sleeve co-lab with Stellar Brew and MLT
- 20th Anniversary Rebranding/Marketing – Phase 2 public outreach
  o Naming exercise, jump into graphic design
- Mono County Davison project coordination
- Mono County Social Services TA on service coordination
- Real Estate Acquisitions (various states of completion):

- o Valley Apartments
  - ▪ PSA imminent
  - ▪ Then move to negotiations with HCD on loan terms
- o Birch Creek Condo
  - ▪ Operating Reserve $30,000 from CESH funds – pending
  - ▪ Replacement Reserve for rehab $30,000 – pending
- o Glass Mountain
  - ▪ Pending LOI with IMACA
- o Silver Peaks
  - ▪ Pending ownership transfer process with HCD
  - ▪ IMACA needs to initiate
- Continuum of Care transitions with IMACA
- Coordinate with HUD to get MLH approved for homeownership programs
- Board Recruitment in preparation for CHDO renewal in September
- Hiring 2 full-time positions – Housing Navigators
- Home Keeper Database data entry

Upcoming Work Program Items
- Joint Meeting with Town Council ???
  - o Discuss contract
  - o Other items the Board would like to cover?
- Broker's License = 9 courses, 45 hours each
  - o 4 courses completed

Upcoming Agenda Items
- 22/23 FY Budget
- Architecture contract for Project Homekey award
- MOU with Mono County (and Alpine County) for funding of two additional staff persons
- 2021 Annual Report
- Home Keeper Deed Restriction Database Software presentation

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STAFF REPORT

Subject: Committee Updates from various standing and ad-hoc committees
– *information item*

Presented by: Committees

Governance Committee Standing Kirk, President Jennifer, Vice-President Agnes	**Diversity, Equity, & Inclusion** Standing
Programs & Housing Development, ad-hoc Tom Jennifer Brian	**Marketing & Communications** ad-hoc Tony Agnes Lindsay
Fundraising Committee ad-hoc Heidi Jennifer Brian Lindsay	**Workforce Housing Committee** Chamber Tom
Board Nominations Committee ad-hoc Heidi Tom	**Town Contract Renewal Committee** ad-hoc Tom Tony Heidi

1 of 1

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Subject: **<u>Board Member Reports</u>**
This is the time set aside during the meeting for reports from
individual members of the Board of Directors

CLOSED SESSION

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