

Eastern Sierra Community Housing

(formally known as Mammoth Lakes Housing)

Updated 3-Year Strategic Plan (2023-2026)

Elevating Housing Horizons in the Eastern Sierra

DRAFT as of June 19, 2023



Gratitude

The contribution of the following individuals in preparing this Plan is gratefully acknowledged:

Eastern Sierra Community Housing Board of Directors

Eastern Sierra Community Housing Staff

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Background

About

For the past 20 years, Eastern Sierra Community Housing (formally called Mammoth Lakes Housing, Inc.) has been, and continues to be, a community leader, advocating for workforce housing in the Town of Mammoth Lakes and Mono, Alpine and Inyo Counties located in the Eastern Sierra region of California.

Eastern Sierra Community Housing is a non-profit organization, founded in 2003, managed by board and staff who work to fulfill the mission of supporting workforce housing for a viable local economy and a sustainable community. Through collaborative public/private partnerships with local jurisdictions and for-profit resort and housing developers, Eastern Sierra Community Housing is increasing the supply of housing that is affordable to the Eastern Sierra's workforce and families.

Who Eastern Sierra Community Housing Serves

At Eastern Sierra Community Housing we work to support and facilitate community housing at all income levels. Additionally, we serve as an advocate for the needs of the Latino community throughout the region. Though most of our work has historically taken place in the Town of Mammoth Lakes, we are committed to supporting and facilitating community housing throughout the Eastern Sierra including: Inyo and Mono Counties, the City of Bishop and Alpine County.

Strategic Framework + Focus Areas



Goals and Objectives Per Strategic Focus Areas

Table 1. Goals and Objectives for Focus Area I: Build and Facilitate Community

FOCUS AREA I: BUILD AND FACILITATE COMMUNITY <i>Goal: Develop plan to reach five-year goals.</i>	
Objectives	Results To-Date
A. Create ESCH Community Housing Development Rubric.	<ul style="list-style-type: none"> ▪ The Programs and Development Committee did take a stab at this, but became more nimble as opportunities arose
B. Pursue Development Opportunities.	<ul style="list-style-type: none"> ▪ Ongoing, lots of opportunities out there
C. Collaborate with regional partners to reach ESCH and regional goals.	<ul style="list-style-type: none"> ▪ Collaborated with Mono and Alpine counties to expand programs and grow community resources ▪ Participate on Continuum of Care (COC - regional homelessness prevention)
D. Create strategy to engage the development community.	<ul style="list-style-type: none"> ▪
E. Identify capital sources to fund potential projects.	<ul style="list-style-type: none"> ▪ Ongoing (e.g.: Project Homekey, COC funding, etc.)

Table 2. Goals and Objectives for Focus Area 2: Grow Housing Programs and Services

FOCUS AREA 2: GROW HOUSING PROGRAMS AND SERVICES	
2019 Goals + Objectives	Results To-Date
<i>Goal 2.1: Serve over 1000 people through ESCH housing programs and services.</i>	
A. Manage Housing Loan Programs.	<ul style="list-style-type: none"> ▪ Ongoing ▪ Secured additional CalHome grant ▪ Design + implement Bridge Program. etc. 2019-Today (19 loans closed)(Average 4 per year) ▪ Training for Housing Counseling Certification
B. Manage and grow Deed Restriction Program.	<ul style="list-style-type: none"> ▪ Bridge Program (grew CLT by 5 homes) ▪ Transferred and preserved 11 homes ▪ Maintain broker & salesperson license (continuing ed) ▪ Salesforce database implementation
C. Provide property management services for existing ESCH rental units.	<ul style="list-style-type: none"> ▪ Ongoing ▪ Filled vacancies at Star Apartments ▪ Coord with PM at LIHTC properties ▪ Emergency Assistance for tenants displaced Winter 22/23
D. Provide educational and referral services to match and keep people in housing.	<ul style="list-style-type: none"> ▪ Hosted three free community events in 2020 ▪ Held a free home buyer education class in 2020 ▪ Convened a meeting with representatives from the Mexican Consulate to speak about resources and services in 2020 ▪ Hosted an attorney to speak to the community about changing Tenet Protection during COVID-19 in 2020 ▪ Host remote legal aid station
<i>Goal 2.2: Improve living conditions in existing rental stock.</i>	
E. Deliver on existing Rehabilitation Loan Program and grow in future years.	<ul style="list-style-type: none"> ▪ Entered into an agreement with Inyo County to develop Rehabilitation Loan Incentive Program ▪ Program is forthcoming
F. Implement long-term rental inspection program.	<ul style="list-style-type: none"> ▪

FOCUS AREA 2: GROW HOUSING PROGRAMS AND SERVICES	
2019 Goals + Objectives	Results To-Date
<i>Goal 2.3: Create plans to expand programs and services.</i>	
G. Explore idea of expanding ESCH mission-driven property management service model.	<ul style="list-style-type: none"> ▪ Implemented and raised funding for an Emergency Rent Payment Assistance Program
H. Partner to build employer/employee on-line matching program.	<ul style="list-style-type: none"> ▪ Participate on TOML Chamber committee

Table 3. Goals and Objectives for Focus Area 3: Foster Collaboration and Partnerships

FOCUS AREA 3: FOSTER COLLABORATION + PARTNERSHIPS	
2019 Goals + Objectives	Results To-Date
<i>Goal 3.1: Strengthen relationship with partners in order to work together to create housing units.</i>	
A. Create tool to clarify and solidify partnerships and collaboration.	
<i>Goal 3.2: Clarify and strengthen role of ESCH in regional housing work.</i>	
B. Implement 2019-2023 Strategic Plan and 2019 work plan.	<ul style="list-style-type: none"> ▪ Ongoing
<i>Goal 3.3: Serve and support existing collaborative efforts for housing.</i>	
C. Expand ESCH housing facilitation and collaboration reach in the region.	<ul style="list-style-type: none"> ▪ Ongoing

Table 4. Goals and Objectives for Focus Area 4: Expand and Diversify Funding

FOCUS AREA 4: EXPAND AND DIVERSIFY FUNDING	
2019 Goals + Objectives	Results To-Date
<i>Goal 4.1: \$20,000 in 5 years in private donations.</i>	
A. Create annual fund development plan with support from Fund Development Committee.	<ul style="list-style-type: none"> ▪ \$70k in private fundraising dollars for housing projects ▪ No Fund Development Plan, limited staff capacity/experience
<i>Goal 4.2: Diversify income to expand possibilities and programs.</i>	
B. Research and identify new ways to raise funds for ESCH including: new services, new contracts, new grants, asset and land donations, etc.	<ul style="list-style-type: none"> ▪ Submitted \$4.5 million in grant applications ▪ Ongoing – partnerships, etc.

Table 5. Goals and Objectives for Focus Area 5: Communications and Outreach

FOCUS AREA 5: ENHANCE COMMUNICATIONS AND OUTREACH	
2019 Goals + Objectives	Results To-Date
<i>Goal 5.1: Build awareness and support for ESCH through a strong marketing program.</i>	
A. Create Marketing Plan.	<ul style="list-style-type: none"> ▪ Launching new brand and name in 2023
B. Keep website up to date.	<ul style="list-style-type: none"> ▪ Ongoing
<i>▪ Goal 5.2: Engage with community to bring diverse perspectives into the regional housing conversation.</i>	
C. Do Road Shows and Coffee Talks.	<ul style="list-style-type: none"> ▪ Extensive outreach on both Innsbruck and Access to secure funding ▪ Community Coffee, government meetings, roundtables, Chamber presentation, 4th of July parade, etc.

FOCUS AREA 5: ENHANCE COMMUNICATIONS AND OUTREACH	
2019 Goals + Objectives	Results To-Date
D. Serve Latino Community.	<ul style="list-style-type: none"> ▪ Hired two bi-cultural staff to better serve Latino community (2023) ▪ Materials continuously provided in both languages ▪ Budgeted for translation services ▪ Hired a Latino Advocacy Coordinator ▪ Created a Spanish Facebook page to update the community about resources and information

Table 6. Goals and Objectives for Focus Area 6: Strengthen Organizational Capacity

FOCUS AREA 6: STRENGTHEN ORGANIZATIONAL CAPACITY	
2019 Goals + Objectives	Results To-Date
<i>Goal 6.1: Strengthen board.</i>	
A. Establish board committees.	<ul style="list-style-type: none"> ▪ Done ▪ Programs & Development ▪ Marketing ▪ Diversity, Equity, & Inclusion ▪ TOML Contract (ad-hoc) ▪ ED evaluation (ad-hoc) ▪ Board vacancies (ad-hoc)
B. Define annual board governance topic calendar.	<ul style="list-style-type: none"> ▪
C. Define strategic topic board calendar.	<ul style="list-style-type: none"> ▪
<i>Goal 6.2: Grow staff capacity.</i>	
D. Implement Performance Reviews + Staff Development Plan.	<ul style="list-style-type: none"> ▪ Growth in staff from 2 to 4 employees ▪ \$582k in admin funds from regional partners to grow staff capacity ▪ Staff attended NeighborWorks week-long training

FOCUS AREA 6: STRENGTHEN ORGANIZATIONAL CAPACITY

2019 Goals + Objectives	Results To-Date
E. Coordinate with Town of Mammoth Lakes Housing Coordinator.	<ul style="list-style-type: none"> ▪ Ongoing (Bridge, Project Homekey, Access, etc.)
F. Fill grant funded intern position.	<ul style="list-style-type: none"> ▪ We hired 3 interns ▪ One stayed on full-time ▪ BOD decided not to apply this current year
<i>Goal 6.3: Bolster internal systems.</i>	
G. Finalize and adopt ESCH Strategic Plan & create annual work plan.	<ul style="list-style-type: none"> ▪ Yes ▪ Ongoing
H. Research and implement database for deed restrictions + Home Buyers Assistance loans.	<ul style="list-style-type: none"> ▪ Ongoing
I. Research on-line housing application in-take program.	<ul style="list-style-type: none"> ▪
J. Research methods for grant and loan management.	<ul style="list-style-type: none"> ▪
K. Research methods for accepting rent payments online.	<ul style="list-style-type: none"> ▪

Attachments

Attachment A. Strategic Plan Timeline and Roles (Note: Fiscal Year Starts July 1)

Goals + Objectives	Year 1 2023 July-June	Year 2 2024 July-June	Year 3 2025 July-June	Responsibility
Focus Area 1: Build and Facilitate Community				
Goal 1. Develop plan to reach five-year goals.				
Objective A: Create ESCH Community Housing Development Rubric.				
Objective B: Pursue Development Opportunities.				
Objective C: Collaborate with regional partners to reach ESCH and regional goal.				
Objective D: Create strategy to engage the development community.				
Objective E: Identify capital sources to fund potential projects.				
Focus Area 2: Grow Housing Programs and Services				
Goal 2.1 Serve over 1000 people through ESCH housing programs and services.				
Objective A: Manage Housing Loan Programs.				
Objective B: Manage and grow Deed Restriction Program.				
Objective C: Provide property management services for existing ESCH rental units.				
Objective D: Provide educational and referral services to match and keep people in housing.				
Goal 2.2 Improve living conditions in existing rental stock.				
Objective E: Deliver on existing Rehabilitation Loan Program and grow in future years.				
Objective F: Implement long-term rental inspection program.				
Goal 2.3 Improve operational efficiencies to reduce costs.				
Objective G: Explore idea of expanding ESCH mission-driven property management service model.				
Objective H: Partner to build employer/employee on-line matching program				
Focus Area 3: Foster Collaboration + Partnerships				
Goal 3.1 Strengthen partnerships and resources to support student success and Resiliency				
Objective A: Create tool to clarify and solidify partnerships and collaboration.				
Goal 3.2 Clarify and strengthen role of ESCH in regional housing work.				
Objective B: Implement 2019-2023 Strategic Plan and 2019 work plan.				

Goals + Objectives	Year 1 2023 July-June	Year 2 2024 July-June	Year 3 2025 July-June	Responsibility
Goal 3.3 Serve and support existing collaborative efforts for housing.				
Objective C: Expand ESCH housing facilitation and collaboration reach in the region.				
Focus Area 4: Expand and Diversify Funding				
Goal 4.1 \$20,000 in 5 years in private donations.				
Objective A: Create annual fund development plan with support from Fund Development Committee.				
Goal 4.2 Diversify income to expand possibilities and programs.				
Objective B: Research and identify new ways to raise funds for ESCH including: new services, new contracts, new grants, asset and land donations, etc.				
Focus Area 5: Enhance Communications and Outreach				
Goal 5.1 Build awareness and support for ESCH through a strong marketing program.				
Objective A: Create Marketing Plan.				
Objective B: Keep website up to date.				
Goal 5.2 Engage with community to bring diverse perspectives into the regional housing conversation.				
Objective C: Do Road Shows and Coffee Talks.				
Objective D: Serve Latino community.				
Focus Area 6: Strengthen Organizational Capacity				
Goal 6.1 Strengthen Board.				
Objective A: Establish board committees.				
Objective B: Define annual board governance topic calendar.				
Objective C: Define strategic topic board calendar.				
Goal 6.2 Grow staff capacity.				
Objective D: Implement Performance Reviews + Staff Development Plan.				
Objective E: Coordinate with Town of Mammoth Lakes Housing Coordinator.				
Objective F: Fill grant funded intern position.				
Goal 6.3 Bolster internal systems.				
Objective G: G. Finalize and adopt ESCH Strategic Plan & create annual work plan.				

Goals + Objectives	Year 1 2023 July-June	Year 2 2024 July-June	Year 3 2025 July-June	Responsibility
Objective H: Research and implement database for deed restrictions + Home Buyers Assistance loans.				
Objective I: Research on-line housing application in-take program.				
Objective J: Research methods for grant and loan management.				
Objective K: Research methods for accepting rent payments online.				

