



MAMMOTH LAKES HOUSING, INC.
STRATEGIC PLAN
2019-2023

*Working Together
for Community Housing
in the Eastern Sierra*

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ATTACHMENTS

A) Strategic Planning Background Materials
B) Board Self Assessment Summary
C) MLH Development Rubric Sample



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ABOUT MAMMOTH LAKES HOUSING

OVERVIEW

OUR VISION

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



OUR MISSION

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

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.

STRATEGIC PLANNING

The 2019-2023 Mammoth Lakes Housing (MLH) Strategic Plan is a collaboratively built roadmap that will drive Board and staff decision-making while moving the nonprofit towards its mission and goals.

DEFINITIONS

Community Housing: Housing that residents and community can afford.
(Source: pg. 7 of Mammoth Lakes Community Housing Action Plan, 2017)

Community Housing Action Plan: The Town of Mammoth Lake's plan to produce between 200 to 300 community housing units over the next five years
(Source: www.townofmammothlakes.ca.gov)

Collaboration: Collaboration is a process of participation through which people, groups, and organizations work together to achieve desired results
(Source: National Network for Collaboration).

Area Median Income (AMI): A term used by some federal programs to describe published income standards for various areas of the country.
(Source: www.townofmammothlakes.ca.gov)

ACKNOWLEDGMENTS



BOARD

Kirk Stapp, *President*

Stacy Corless, *Vice President*

Lindsay Barksdale

Zoraya Cruz

Tom Hodges

Jiselle Kenny

Richard Plaisted

Agnes Vianzon

John Wentworth

Thank you to the staff and Board of Directors who participated in the creation of this Strategic Plan.

STAFF

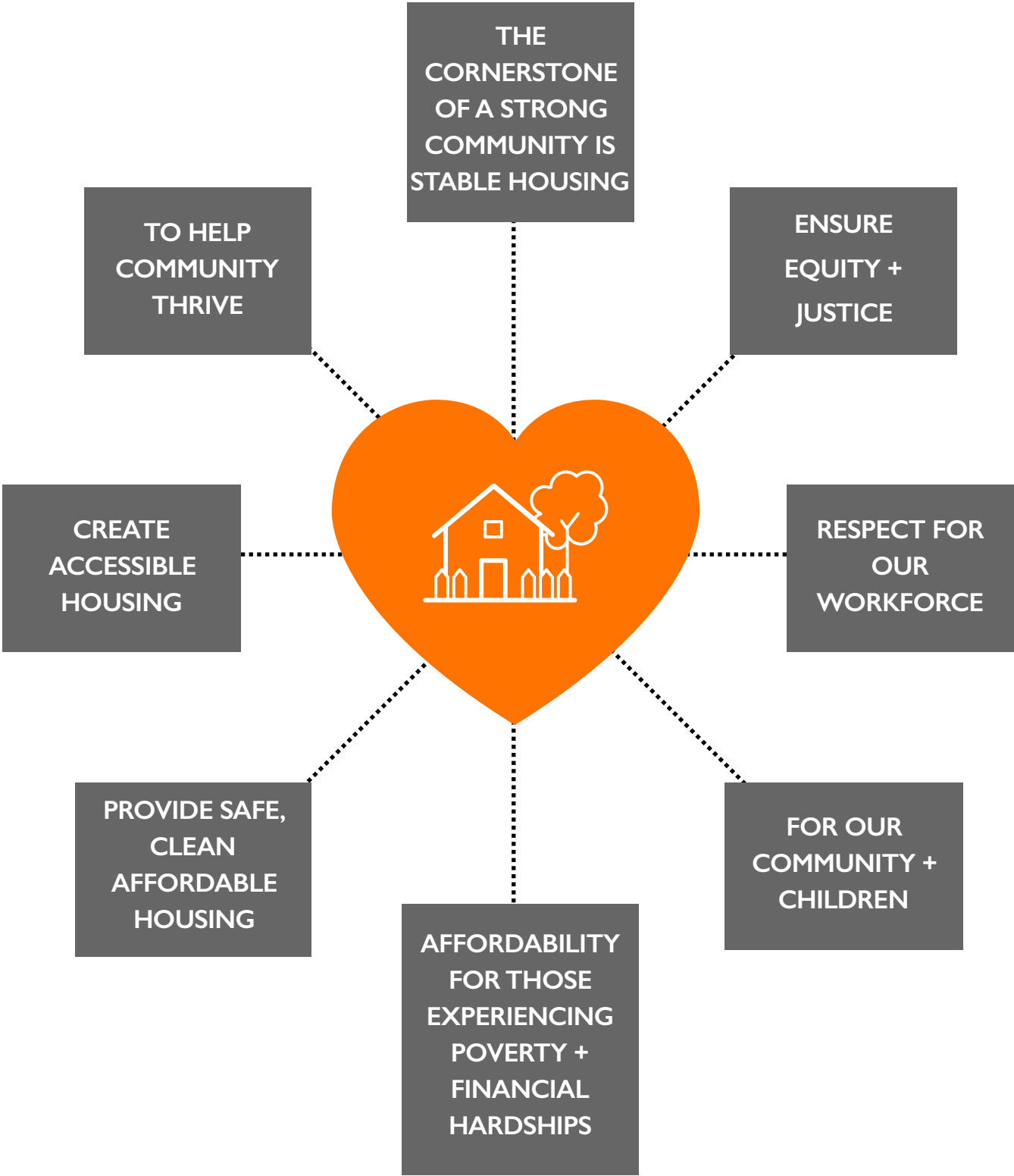
Patricia Robertson

Executive Director

Diane Doonan

Grant and Financial Associate

THE “WHY” OF OUR WORK



THE NEED

With the high price of real estate, finding affordable housing for those that live and work in Mammoth Lakes and throughout the Eastern Sierra has become increasingly challenging. Employers continue to list housing as the number one threat to the viability of their businesses. Community members find themselves living in inadequate and overcrowded situations in order to stay in the community. Combined, these factors have made community housing a critical need in the Eastern Sierra. Based on studies listed below, the regional housing needs is 1,083.

**595 units needed in the
Town of Mammoth Lakes**

**50 - 100 units needed in
Mono County**

**65 units needed in the City
of Bishop**

**160 units needed in
Inyo County**

**163 units needed in
Alpine County**

*Mammoth Lakes
Housing
recognizes that we
alone can not
create **1,083**
units. However, as
a region, working
collectively, we
can make great
progress.*

SOURCES: Town of Mammoth Lakes Needs Assessment, 2017 (need through 2022); Mammoth Lakes and Mono County Business Retention and Expansion Survey, 2018; Mono County Housing Needs Assessment and Residential Survey 2017; City of Bishop, General Plan Housing Element 2014-2019; Inyo County Housing Element 2014-2019; Alpine County Housing Element 2014-2019

ABOUT MAMMOTH LAKES HOUSING

ABOUT US

Mammoth Lakes Housing is a non-profit benefit corporation, started in 2003 to support workforce housing development in Mammoth Lakes. In 2018, the organization became a certified Community Development Organization and expanded its geographic reach to also serve Mono, Inyo, and Alpine Counties.

WHO WE SERVE

We work to support and facilitate community housing at all income levels however our priority is serving low to moderate income levels (50% - 80% area median income levels). Additionally, we serve as an advocate for the needs of the Latino community.

WHERE WE WORK

Though most of our work takes place in the Town of Mammoth Lakes, MLH is committed to supporting and facilitating community housing throughout the Eastern Sierra including: Inyo and Mono Counties, the City of Bishop and Alpine County.

WHAT WE DO



BUILD AND FACILITATE NEW HOUSING

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



GET PEOPLE INTO HOUSING:

We provide home loan and ownership services to help our local workforce purchase homes. We also manage wait lists, provide referrals and partner to implement innovative matching programs.



KEEP PEOPLE IN HOUSING

We provide a range of services that keep people in their existing housing including: tenant education, rental management, legal referrals, monitoring regulatory agreements, and stewardship of deed restrictions.



ATTRACT CAPITAL

We are the regional expert for garnering state grant funds for housing. As such, we work with our partners to secure grants, tax credits, and bonds from both state and federal sources for regional community housing project and programs.



COMMUNITY INPUT

We bring community voices, in particular the Latino community, into regional community housing conversations.



COLLABORATE TO ACCELERATE

We provide facilitation and collaboration support services in the region to accelerate solutions to community housing.

OUR IMPACT

1000+

People served via
education + referrals

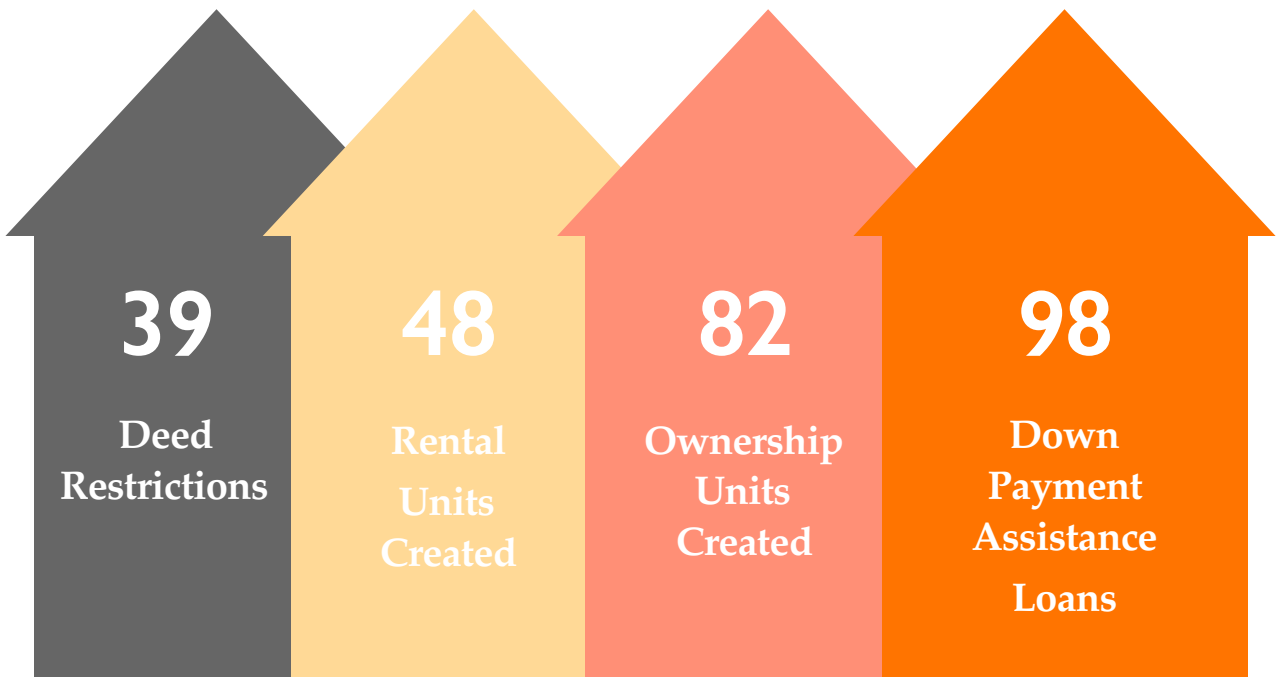
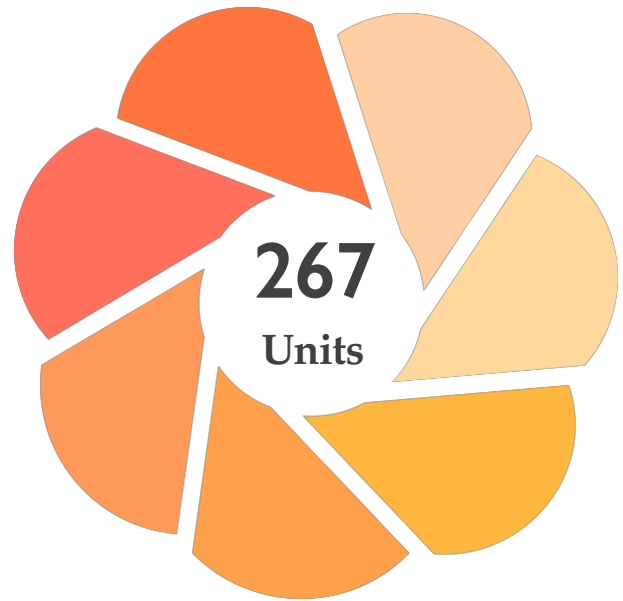




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2019 - 2023 STRATEGIC PLAN

STRATEGIC PLANNING PROCESS

PROCESS

The 2019-2023 Mammoth Lakes Housing Strategic Plan reflects the ideas and opinions of the Board, staff, and regional stakeholders. The Plan was developed during three planning sessions that took place from January 2019 - March 2019 with the assistance of strategic planning consulting firm, Freshtracks Collaboration.

HOW THE PLAN WILL BE USED

The purpose of the MLH Strategic Plan is to serve as an inspirational road map to guide the work of the board and staff over the next five years. Additionally, the strategic plan will be reviewed annually and during the production of the annual work plan and budget.

ADOPTED BY THE BOARD OF DIRECTORS

On May 6, 2019.

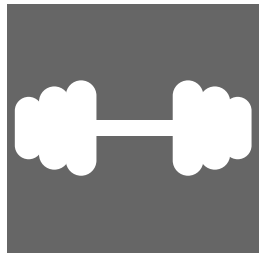
SOURCES + BACKGROUND MATERIALS

The following guiding documents did and will continue to inform this plan:

- Mammoth Lakes Needs Assessment, 2017
- Mammoth Lakes Community Housing Action Plan, 2017
- MLH Articles of Incorporation and Bylaws
- Contract for Services with the Town of Mammoth Lakes
- Mono County Housing Needs Assessment and Residential Survey, 2017
- City of Bishop, General Plan Housing Element, 2014-2019
- Inyo County Housing Element, 2014-2019
- Alpine County Housing Element, 2014-2019
- Town of Mammoth Lakes General Plan
- Annual Homeless Count
- Board Self Assessment Summary (See Appendix)
- Strategic Planning Presentation (See Appendix)
- MLH Development Rubric Sample (See Appendix)

STRATEGIC FOCUS AREAS

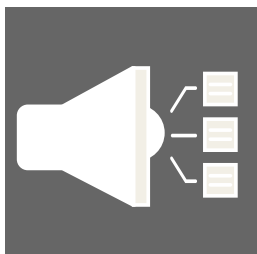
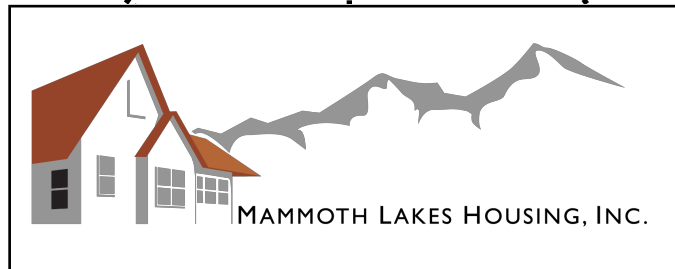
**A: BUILD AND FACILITATE
COMMUNITY HOUSING**



**F: STRENGTHEN
ORGANIZATIONAL
CAPACITY**



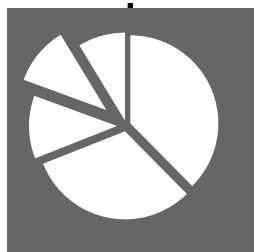
**B: GROW
HOUSING
PROGRAMS AND
SERVICES**



**E: ENHANCE
COMMUNICATIONS
AND OUTREACH**



**C: FOSTER
COLLABORATION AND
PARTNERSHIPS FOR
HOUSING**



**D: EXPAND AND DIVERSIFY
FUNDING**

FOCUS AREA A: BUILD AND FACILITATE COMMUNITY

GOAL A-1: DEVELOP PLAN TO REACH FIVE-YEAR GOALS

OBJECTIVE 1

Create MLH Community Housing Development Rubric (see Appendix)

TASK 1

Create 5-year action plan to define road map and achieve goals

OBJECTIVE 2

Pursue Development Opportunities

TASK 1

Complete Sierra Manor Road Project

TASK 2

Identify potential AH development parcels within Town

OBJECTIVE 3

Collaborate with regional partners to reach MLH goals and meet regional

TASK 1

Host partner event to share strategy and rubric and build support

OBJECTIVE 4

Create strategy to engage development community

TASK 1

Host quarterly developer networking events

TASK 2

Build list of developers interested in community housing

OBJECTIVE 5

Identify capital sources to fund potential projects

TASK 1

Identify debt lenders, LIHTC sources, Grant funding, other equity

FUTURE GOALS: YEAR 2 - 5

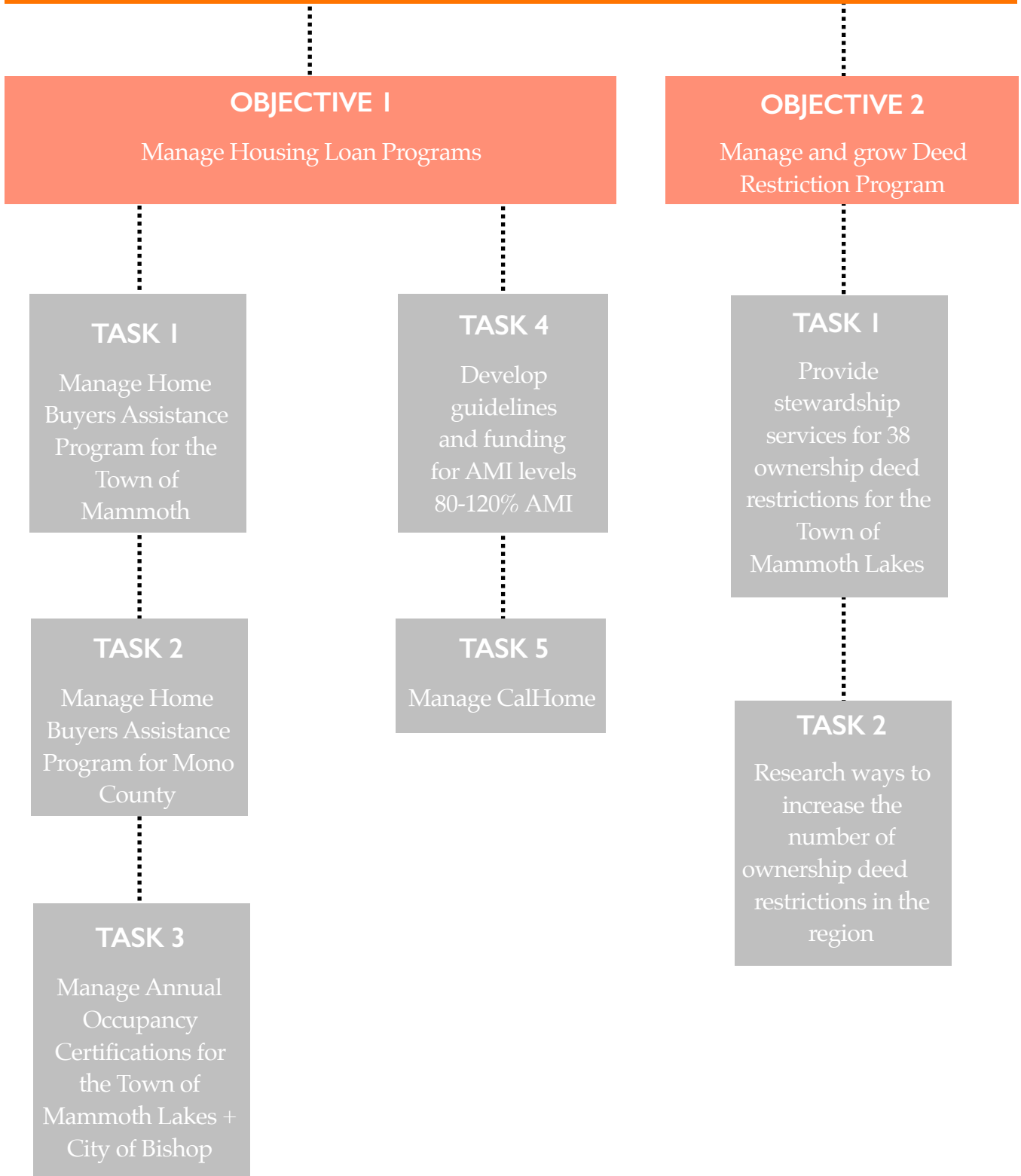
- Expand MLH staff to take on more development work
- Secure funds to do development projects, both public and private

TASK 3

Work with partners to identify "opportunity" sites

FOCUS AREA B: GROW HOUSING PROGRAMS AND SERVICES

GOAL B-1: SERVE OVER 1000 PEOPLE THROUGH MLH HOUSING PROGRAMS AND SERVICES



FOCUS AREA B, CONTINUED: GROW HOUSING PROGRAMS AND SERVICES

GOAL B-1, CONTINUED: SERVE OVER 1000 PEOPLE THROUGH MLH HOUSING PROGRAMS AND SERVICES BY 2022

OBJECTIVE 3

Provide property management services for existing MLH rental units

OBJECTIVE 4

Provide educational and referral services to match and keep people in housing

TASK 1

Offer 1 tenant education class per year

TASK 2

Offer 2 first time home buyer education programs per year

TASK 3

Provide referral services five days a week in English and Spanish for a range of housing needs including: rental services, waitlists, applications and legal services

TASK 4

Conduct annual outreach to existing MLH owned/managed units to better understand services and program needs

FOCUS AREA B: CONTINUED GROW HOUSING PROGRAMS AND SERVICES

GOAL B-2: IMPROVE LIVING CONDITIONS IN EXISTING RENTAL STOCK

OBJECTIVE 1

Deliver on existing Rehabilitation Loan Program and grow in future years

TASK 1

Roll-out Rehabilitation Program for Town of Mammoth Lakes (funds in place) with goal of providing one loan in 2019

OBJECTIVE 2

Implement long-term rental inspection program

TASK 1

Identify partners, funding, research best practices

GOAL B-3: CREATE PLANS TO EXPAND PROGRAMS AND SERVICES

OBJECTIVE 1

Explore idea of expanding MLH mission-driven property management service model

TASK 1

Form an ad-hoc committee to develop a business plan to expand property management services pilot program with one employer in 2019

OBJECTIVE 2

Partner to build employer/employee on-line matching program

TASK 1

Serve on Chamber match program develop team

FOCUS AREA B, CONTINUED: GROW HOUSING PROGRAMS AND SERVICES

FUTURE GOALS: YEAR 2 - 5

- Expand to provide 3-5 Rehab loans for low-income homeowners
- Expand Home Buyers Assistance Program
- Secure additional public and private funding sources for clients earning higher incomes (80 - 120% AMI)
- Expand Revolving Loan Fund to maintain more deed restrictions
- Consider providing small business loan services
- Consider providing real estate services for locals
- Partner to create Legal clinic hours at MLH office



Photo provided by **RNDM**
MEDIA

FOCUS AREA C: FOSTER COLLABORATION + PARTNERSHIPS

GOAL 1-C: STRENGTHEN RELATIONSHIP WITH PARTNERS IN ORDER TO WORK TOGETHER TO CREATE HOUSING UNITS

OBJECTIVE I

Create tool to clarify and solidify partnerships and collaboration

TASK 1

Create Partnership Matrix to define roles

TASK 2

Meet with partners to build support and clarify roles and goals

TASK 3

Potentially create Partnership Agreement documents to outline goals, roles

GOAL 2-C: CLARIFY AND STRENGTHEN ROLE OF MLH IN REGIONAL HOUSING WORK

OBJECTIVE I

Implement 2019-2023 Strategic Plan and 2019 work plan

FOCUS AREA C, CONTINUED: FOSTER COLLABORATION + PARTNERSHIPS FOR HOUSING

GOAL 3-C: SERVE AND SUPPORT EXISTING COLLABORATIVE EFFORTS FOR HOUSING

OBJECTIVE I

Expand MLH housing facilitation and collaboration reach in the region

TASK 1

Work with City of Bishop to facilitate process to develop regional Housing Needs Assessment

TASK 2

Continue discussion with Town of Mammoth Lakes about formation of a Town Housing Collaboration

TASK 3

Participate in Eastern Sierra Council of Governments (ESCOG)

FUTURE GOALS: YEAR 2-5

- Consider developing proposal to take lead on regional collaboration

FOCUS AREA D: EXPAND AND DIVERSIFY FUNDING

GOAL 1-D: RAISE \$20,000 IN 5 YEARS IN PRIVATE DONATIONS

OBJECTIVE I

Create annual fund development plan with support from Fund Development Committee

TASK 1

Develop "Ask," what funds would be used for

TASK 2

ID "Who" we plan to ask: Board, employers, second homeowners, etc.

TASK 3

Identify fundraising strategies (mailer, events, etc.)

GOAL 2-D: DIVERSIFY INCOME TO EXPAND POSSIBILITIES AND PROGRAMS

OBJECTIVE I

Research and identify new ways to raise funds for MLH including: new services, new contracts, new grants, asset and land donations, etc.

TASK 1

Create process for land/asset donations

TASK 3

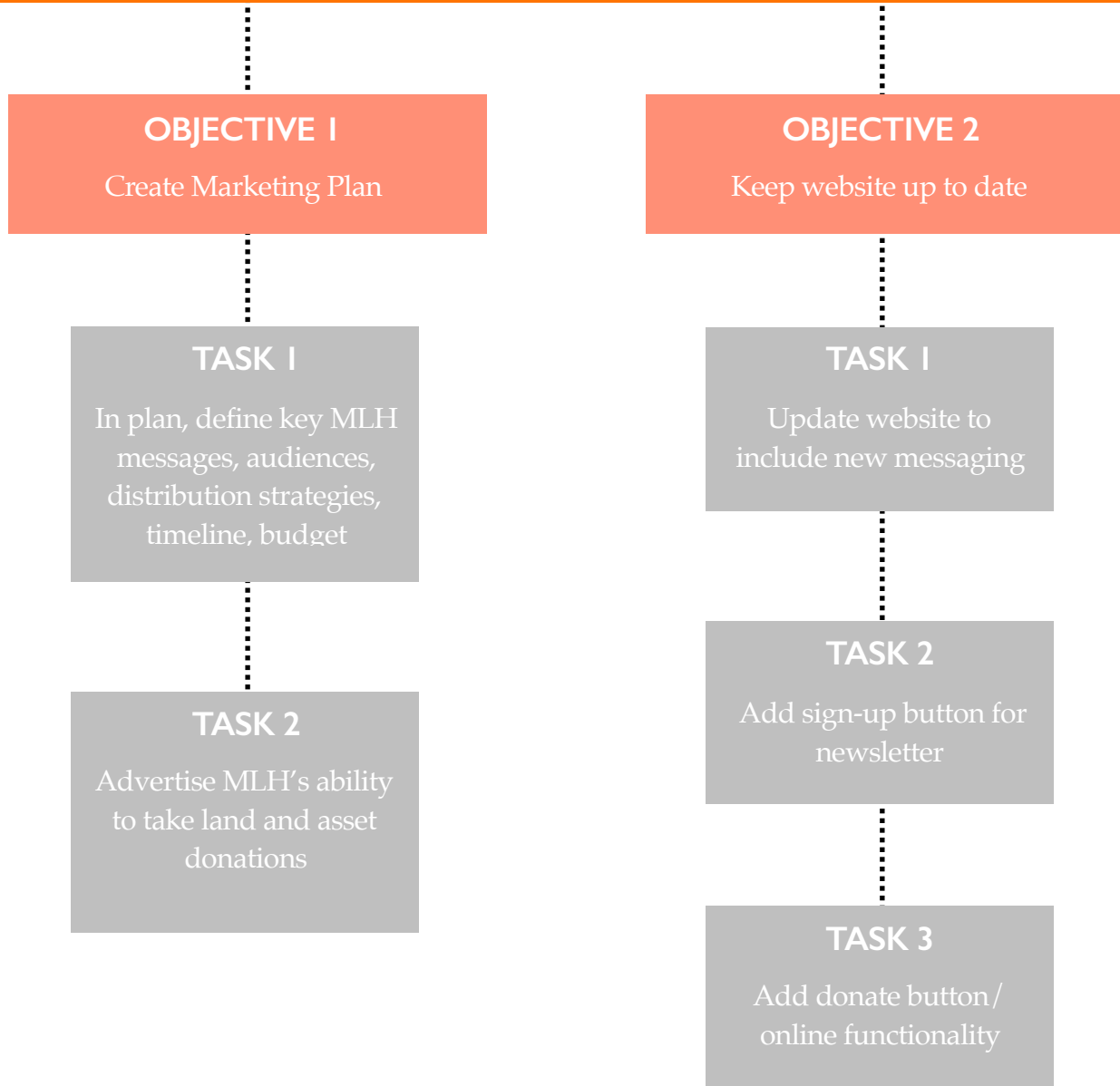
Develop fee for service program and market

FUTURE GOALS: YEAR 2-5

- Participate in effort to raise funds via a tax measure

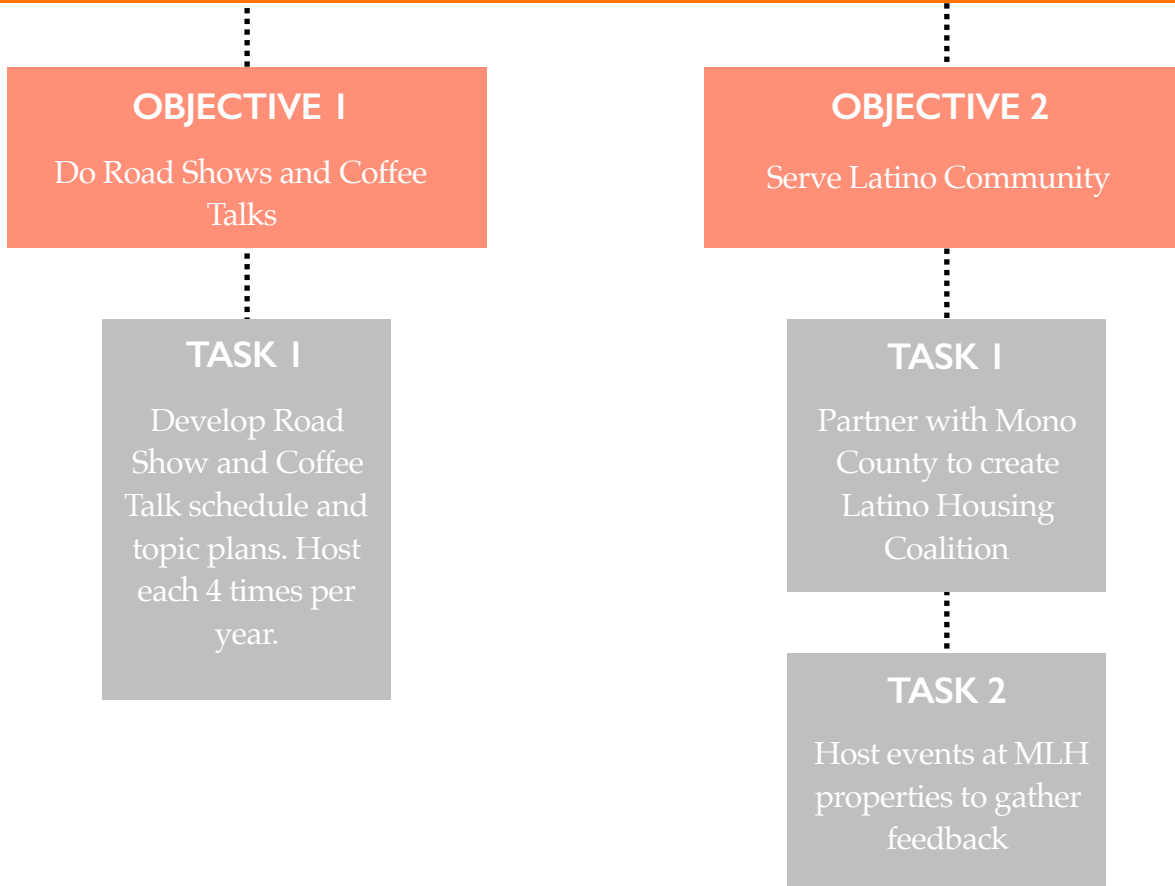
FOCUS AREA E: ENHANCE COMMUNICATIONS AND OUTREACH

GOAL I-E: BUILD AWARENESS AND SUPPORT FOR MLH THROUGH A STRONG MARKETING PROGRAM



FOCUS AREA E, CONTINUED: ENHANCE COMMUNICATIONS AND OUTREACH

GOAL 2-E: ENGAGE WITH COMMUNITY TO BRING DIVERSE PERSPECTIVES INTO THE REGIONAL HOUSING CONVERSATION

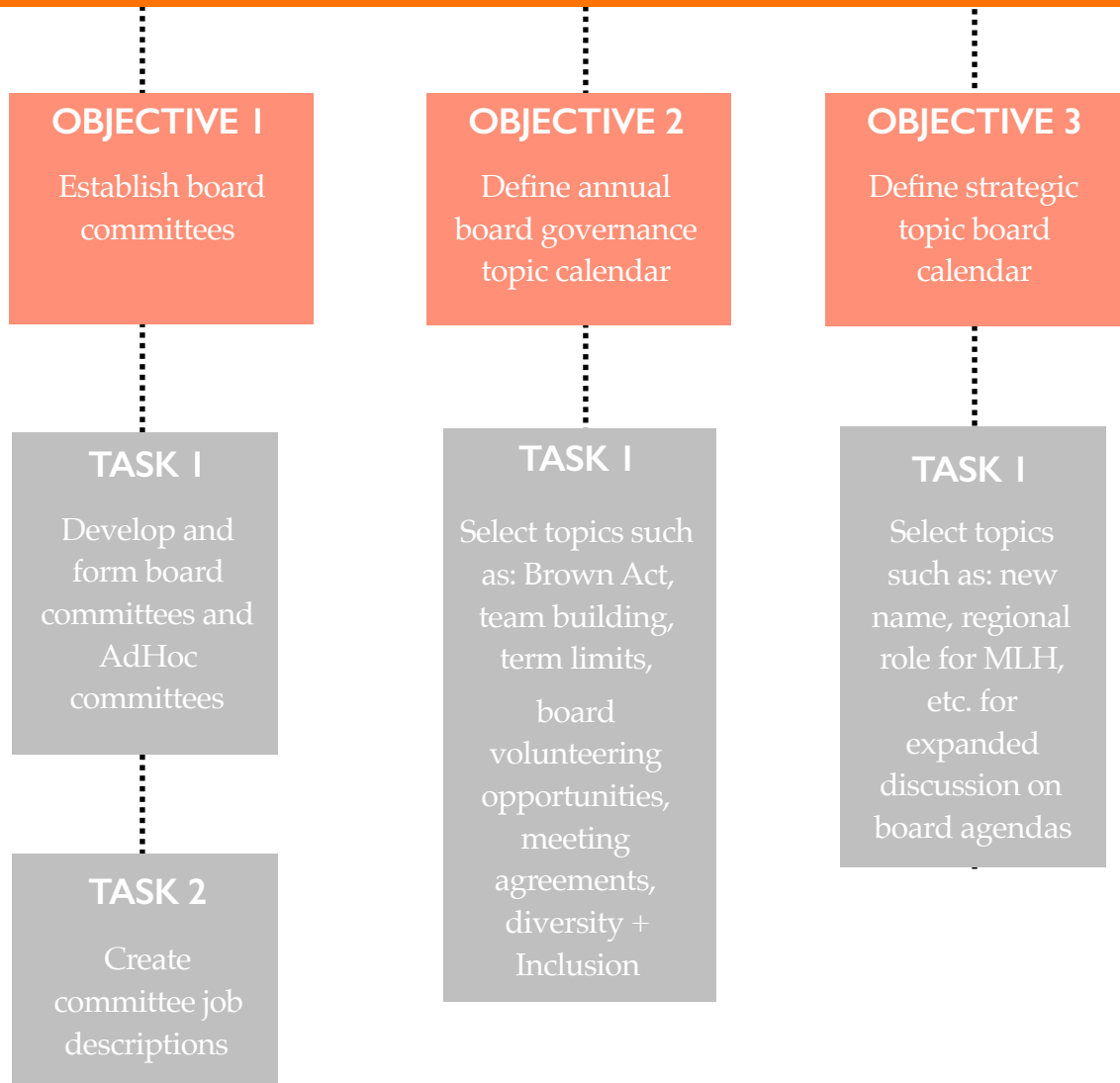


FUTURE GOALS: YEAR 2-5

- Hire PT staff to help with communications and outreach
- Expand outreach/Road Show - targeting specific audiences:
 - Second homeowners
 - Developers
 - Realtors
 - Business owners
 - Other interested community members (eg Rotary International, Mammoth Voices)
- Develop Housing Educational Materials:
 - “How To...” sheets (guidelines and processes)
 - How to donate land
 - Tool Kit: How to Build Accessory Dwelling Units (ADUs)
 - Develop Policy White Papers - inform and educate re:
 - Zoning
 - Mobile Home Parks
 - Tax initiative
 - Implement ADU Information Campaign/Tool Kit
 - Information effort to preserve mobile home park affordability

FOCUS AREA F: STRENGTHEN ORGANIZATIONAL CAPACITY

GOAL F-1: STRENGTHEN BOARD



FOCUS AREA F, CONTINUED: STRENGTHEN ORGANIZATIONAL CAPACITY

GOAL F-2: GROW STAFF CAPACITY

OBJECTIVE 1

Implement Performance Reviews + Staff Development Plan

OBJECTIVE 2

Coordinate with Town of Mammoth Lakes Housing Coordinator

OBJECTIVE 3

Fill grant funded intern position

GOAL F-3: BOLSTER INTERNAL SYSTEMS

OBJECTIVE 1

Finalize and adopt MLH Strategic Plan & create annual work plan

OBJECTIVE 2

Research and implement database for deed restrictions + Home Buyers Assistance loans

OBJECTIVE 3

Research on-line housing application in-take program

OBJECTIVE 4

Research methods for grant and loan management

OBJECTIVE 5

Research methods for accepting rent payments online

FUTURE GOALS: YEAR 2-5

- Hire more staff
- Consider creative ways to utilize office space
- Revise Bylaws and Articles of Incorporation
- Consider name change to better reflect regional scope of work



*Working Together
for Community Housing
in the Eastern Sierra*

JUNE LAKE, MONO COUNTY, CA
PHOTO BY GREYSON HOWARD



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