



# EASTERN SIERRA COMMUNITY HOUSING

FORMERLY



## Eastern Sierra Community Housing Board Agenda

Monday, December 11, 2023, 6:00 p.m.

437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members of the Board

President Kirk Stapp, Vice President Tom Hodges, Treasurer Lindsay Barksdale, Board Member Jennifer Kreitz, Board Member Tony Perkins, Board Member Heidi Steenstra, Board Member Brian D'Andrea, Board Member Sarah Nuttall, Board Member Amanda Rice

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

NOTE: Materials related to an item on this agenda submitted after distribution of the agenda packet are available for public inspection in the Town Offices located at 437 Old Mammoth Road, Suite 230 during normal business hours. Such documents are also available on the Town of Mammoth Lakes website at [www.townofmammothlakes.ca.gov](http://www.townofmammothlakes.ca.gov) subject to staff's ability to post the documents before the meeting.

NOTE: You may attend this meeting in person, or watch it 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. Public comments may be submitted to the Executive Director at [patricia@eschousing.org](mailto:patricia@eschousing.org) or [clerk@townofmammothlakes.ca.gov](mailto:clerk@townofmammothlakes.ca.gov) or they may be made via Zoom or in person in Suite Z.

### ZOOM INFORMATION:

Join from a PC, Mac, iPad, iPhone or Android device: <https://monocounty.zoom.us/j/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

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**1. Call to Order**

Regular meeting of the public benefit corporation, 501(c)3, Eastern Sierra Community Housing, Inc. whose mission is to support affordable housing for a viable economy and sustainable community.

**Board Member Brian D'Andrea will attend this meeting remotely from the following address:  
1000 Corporate Pointe, Suite 200 Culver City, CA 90230**

**2. Public Comments**

This is the established time for any member of the public wishing to address the Eastern Sierra Community Housing 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 President for the opportunity to be heard when the item comes up for consideration. Public comments may be submitted to the Executive Director at [patricia@eschousing.org](mailto:patricia@eschousing.org) or [clerk@townofmammothlakes.ca.gov](mailto:clerk@townofmammothlakes.ca.gov) before or during the meeting, may be made in person in Suite Z or by "Raising your hand" in Zoom.

**3. Consent Agenda**

**3.1 Approval of the Minutes from the November 6, 2023 Regular Board Meeting.**

**4. Policy Matters**

- 4.1 The Board will receive an update from Buckingham Property Management on the status of 22/23 winter repairs, ongoing maintenance, manager transitions, etc. at our Limited Partnership properties.**
- 4.2 The Board will receive an update on the 20th Anniversary rebranding efforts.**
- 4.3 The Board will receive a draft of the 2024 Strategic Plan.**
- 4.4 The Board will consider and potentially approve appointments to the Diversity, Equity, and Inclusion Committee.**
- 4.5 The Board will consider approval of the contract for services with Inyo County for their Rehab and ADU program funded through the Permanent Local Housing Allocation Program under grant agreement 2240-PLHA-17669**
- 4.6 The Board will receive an update on the Innsbruck Lodge Project Homekey conversion.**
- 4.7 The Board will receive an update on the funding stack for Access Apartments and provide staff direction.**
- 4.8 The Board will consider approval of an Amendment to the Contract for Services with Kevin Daly Architects for design and engineering services related to the value-engineering process for Access Apartments in the amount of \$228,370.**
- 4.9 The Board will consider approval of a Contract for Services with Menemsha Development Group for pre-construction services for the Access Apartments project in the amount of \$25,000.**

4.10 The Board will receive an update regarding accounting and financial services.

4.11 MLH Programs Update.

5. **CLOSED SESSION**

5.1 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.

5.2 Pursuant to Government Code Section 54956(b) and 54957.6 the Board shall hold a closed session with the Board's designated representative(s), regarding the discussion of the local agency's budget with regards to salaries, salary schedules, or compensation paid in the form of fringe benefits of its unrepresented employees (Executive Director) and may include discussion of MLH's budget and available funds and funding priorities, but only insofar as these discussions relate to providing instructions to the local agency's designated representative(s). The purpose of this is to review MLH's position and instructing MLH's designated representative(s). No action will be taken.

6. Consideration of merit pay increase for the Executive Director based on the Performance Evaluation conducted by the Board of Directors in accordance with organization's policy, as well as consideration of a cost-of-living increase.

7. Board Member Reports

8. Adjourn



## **Mammoth Lakes Housing Board**

### **Regular Meeting Minutes**

**November 6, 2023, 6:00 p.m.**

**437 Old Mammoth Road, Suite Z, Mammoth Lakes**

Members Present: President Kirk Stapp, Vice President Tom Hodges, Treasurer Lindsay Barksdale, Board Member Jennifer Kreitz, Board Member Heidi Steenstra, Board Member Brian D'Andrea, Board Member Sarah Nuttall, Board Member Amanda Rice

Members Absent: Board Member Tony Perkins

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#### **1. Call to Order**

President Kirk Stapp called the meeting to order at 6:02 p.m. in the Council Chamber located at 437 Old Mammoth Road Suite Z, Mammoth Lakes, CA.

#### **2. Public Comments**

New Mammoth resident Michael Deuschel spoke about his housing issues, the high quality of care he had recently received at Mammoth Hospital and the quality service he had received from the MLH staff. Mr. Deuschel said that his research led him to believe that 25-30% of the workforce in Mammoth lived out of their cars during the winter and said he would like to advocate for a safe parking area in Mammoth. He presented a packet titled RSVP (Reliable Safe Vehicle Parking Place) to the Board and outlined the information in it.

There was discussion between Mr. Deuschel, staff and members of the Board.

**3. Consent Agenda**

Moved by Vice President Tom Hodges  
Seconded by President Kirk Stapp

Approve the Consent Agenda.

For (8): President Kirk Stapp, Vice President Tom Hodges, Treasurer Lindsay Barksdale, Board Member Jennifer Kreitz, Board Member Heidi Steenstra, Board Member Brian D'Andrea, Board Member Sarah Nuttall, and Board Member Amanda Rice

Absent (1): Board Member Tony Perkins

Carried (8 to 0)

**3.1 Approval of the Minutes from the October 11, 2023 Special Board Meeting**

**4. CLOSED SESSION**

The Board went into closed session at 6:52 p.m.

**4.1 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 001-212-0-00**

**Property: 156 E Clarke Street, Bishop, CA 93514**

**Negotiating Parties: Patricia Robertson, Rafael Yaquian, and Nazanin Salehi representing MLH (Buyer); Kelly Barceleaux representing IMACA (Seller)**

**Under Negotiation: Terms of sale**

**4.2 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 20200032000**

**Property: 935 Spruce Street, Bishop, CA 93514**

**Negotiating Parties: Patricia Robertson, Rafael Yaquian, and Nazanin Salehi representing MLH (Co-General Partner of Owner, Silver Peaks Affordable Housing, LLC);**

**Under Negotiation: Terms of sale**

- 4.3 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.**
- 4.4 Pursuant to Government Code Section 54956(b) and 54957.6 the Board shall hold a closed session with the Board's designated representative(s), regarding the discussion of the local agency's budget with regards to salaries, salary schedules, or compensation paid in the form of fringe benefits of its unrepresented employees (Executive Director) and may include discussion of MLH's budget and available funds and funding priorities, but only insofar as these discussions relate to providing instructions to the local agency's designated representative(s). The purpose of this is to review MLH's position and instructing MLH's designated representative(s). No action will be taken.**

The Board reconvened from closed session at 9:37 p.m. and announced that there was no reportable action taken.

**5. Policy Matters**

**5.1 The Board will receive an update on Access Apartments**

This item was taken out of order.

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

Board Member Sarah Nuttall provided an update from a call between herself, Treasurer Lindsay Barksdale, and Executive Director Patricia Robertson recently in which they discussed other fundraising and awareness efforts for this project. She reported that one of the ideas they had come up with was to send an email to the Real Estate and Lodging Communities with information similar to the flyer that was in the packet.

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

**5.2 The Board will discuss the 20th Anniversary rebranding efforts, status, and next steps**

This item was taken out of order.

Executive Director Patricia Robertson and Housing Navigator Olya Egorov outlined the information in the staff report and announced that their new website went live on Friday.

There was discussion between staff and members of the Board.

**5.3 The Board will consider the merits of an application to the CA Coalition for Rural Housing Rural West Internship Program for Diversity in Nonprofit Housing and Community Development**

This item was taken out of order.

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

There was discussion between staff and members of the Board.

Moved by Board Member Jennifer Kreitz

Seconded by President Kirk Stapp

Authorize staff to submit an application for the California Coalition for Rural Housing's (CCRH) Annual Rural West Internship Program for Diversity in Nonprofit Housing and Community Development for the 2023-2024 Program Year.

For (8): President Kirk Stapp, Vice President Tom Hodges, Treasurer Lindsay Barksdale, Board Member Jennifer Kreitz, Board Member Heidi Steenstra, Board Member Brian D'Andrea, Board Member Sarah Nuttall, and Board Member Amanda Rice

Absent (1): Board Member Tony Perkins

Carried (8 to 0)

**5.4 MLH Programs Update**

Program and Project Associate Erik Guzman-Rangel, Housing Navigator Olya Egorov, and Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between staff and members of the Board.

**6. Board Member Reports**

Board Member Jennifer Kreitz said that she appreciated Housing Navigator Olya Egorov's work on the policies and procedures around the coordinated entry system. Ms. Kreitz reported that she had attended the Inyo Mono Advocates for Community Action (IMACA) Board of Director's Strategic Planning Retreat in Bishop recently and said that they would present to the Mono County Board of Supervisors at their December 5th meeting with an organizational update. She said that the time for the IMACA food distribution in Mammoth would change to noon to 1:00 p.m. and said that MLH may start having iPads in their office so members of the community could register for the food distribution program. She announced that MLH Housing Navigator Isaura Ocampo was now on the IMACA Board, and said that they were looking for a low income participant from Mono County to join the Board. She reported that the IMACA Board had discussed weatherization and lighting services and that they were working with Amador County to provide them.

Board Member Amanda Rice announced that the Town Council had approved a 45-day moratorium on new permits for Short Tern Rentals (STRs) last month.

There was discussion among members of the Board .

**7. Adjourn**

The meeting was adjourned at 9:37 p.m.

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Angela Plaisted, Assistant Clerk  
Town of Mammoth Lakes

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Patricia Robertson, Secretary  
Mammoth Lakes Housing, Inc.





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**COMMUNITY  
HOUSING**

*We support workforce housing  
for a viable economy and  
sustainable community.*

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## **STAFF REPORT**

Subject: The Board of Directors will review the progress on the rebranding, rollout, and marketing for Eastern Sierra Community Housing and will provide additional staff direction if necessary.

Presented by: Olya Egorov, Housing Navigator

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## **BACKGROUND**

To celebrate 20 years of service in the Eastern Sierra, Mammoth Lakes Housing, Inc. is rebranding and changing its name to **Eastern Sierra Community Housing** to reflect the organization's partnerships in Inyo, Mono, and Alpine counties. Key elements include a new logo and name; an updated website; and a commitment to serving Inyo, Mono, and Alpine counties.

## **NEXT STEPS**

1. Receive Board of Directors input on the Rebranding, Rollout & Marketing Plan – Status Update (Attachment #1).

## **RECOMMENDATION**

The Board of Directors should review Attachments for the rebranding, rollout, and marketing for Eastern Sierra Community Housing.

## **ATTACHMENTS**

1. Rebranding, Rollout & Marketing Plan – Status Update.
2. Advertisement from *The Sheet*.
3. Trifold handout

## **REBRANDING, ROLLOUT, & MARKETING PLAN – STATUS UPDATE**

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**TIMELINE:** ONGOING AS OF NOVEMBER 13, 2023.

### **1. ASSET DEVELOPMENT**

- 1.1. Receive Eastern Sierra Community Housing trifold – *complete*.
- 1.2. Receive Eastern Sierra Community Housing business cards – *complete*.
- 1.3. Receive business sign and door decal – *in progress*.
- 1.4. Receive Eastern Sierra Community Housing – *complete*.
- 1.5. Receive Eastern Sierra Community Housing stickers – *in progress*.
- 1.6. Draft Eastern Sierra Community Housing’s Annual Report – *in progress*.

### **2. LEGAL NAME CHANGE**

- 2.1. Create contracts database – *complete*.
- 2.2. File paperwork with legal counsel – *in progress*.
- 2.3. Inform all contractors and required state agencies of the name change – *in progress*.

### **3. WEBSITE – COMPLETE**

- 3.1. The Board of Directors will provide feedback – *complete*.

### **4. SOCIAL MEDIA**

- 4.1. Update all social media handle names to @eschousing – *complete*.
- 4.2. Update Canva with new font and color scheme – *complete*.
- 4.3. Prepare social media toolkit for key partners, including Mono County, Inyo County, Alpine County, and others – *complete*.
- 4.4. Prepare internal social media text and graphics for Facebook, Instagram, and Twitter – *complete*.
- 4.5. Claim the LinkedIn Business Page & Google Business Profile – *complete*.

### **5. EMAIL MARKETING**

- 5.1. Update MailChimp listserv with stakeholders and community partners – *complete*.
- 5.2. Update MailChimp newsletter with new font and color scheme – *complete*.
- 5.3. Draft and approve language for the monthly newsletter – *complete*.
- 5.4. Schedule launch email blast for November 15, 2023 – *complete*.

### **6. PRINT MEDIA**

- 6.1. Draft and approve language for the Press Release – *complete*.
- 6.2. Contact local newspapers to publish the Press Release – *complete*.
- 6.3. Approve advertisement for The Sheet – *complete*.
- 6.4. Set publication date on or after November 15, 2023. – *complete*.

### MESA continued from page 6

“There is enough gold that’s already been pulled out, and is in circulation, to supply all of the technical demands that we require for gold,” cited McMullen. “But it’s only 8% of production. The rest goes into bank vaults, or something similar.”

McMullen encouraged advocates of the mine to consider the competing values of the potential gold extraction and the beauty of the mesa.

“The rare plants, and the wonderful environment that’s up there... it’s worth so much more than jewelry, or investments.”

Betsy McDonald, a Chalfant resident in neighboring Mono County, agreed.

“I’m ready to give up my wedding ring,” said McDonald. “There’s enough gold out of the ground, already.”

McDonald also directed distrust at the purported reclamation plans, associated with the mining project.

“When I heard the word ‘reclamation,’ it struck my heart,” said McDonald. “I mean, do you know of one gold mine that actually looks good right now?”

“No matter what assurances and mitigations ... the EIS can provide in an attempt to safeguard our environment here, the reality is that allowing drilling will change the mesa forever,” seconded Richard Potash, resident of Lone Pine. “A landscape like Conglomerate Mesa—which literally took millions of years to evolve—can be decimated in a matter of years.”

Supervisor Matt Kingsley, representing the fifth district where Conglomerate Mesa is located, acknowledged the diversity of opinion among constituents but affirmed his commitment to factual discussions. He expressed his support for signing the MOU, citing the legal rights associated with mining claims and the delicate balance between environmental conservation and existing mining rights.

“65% of Inyo County is wilderness, so I don’t think this county is a spot where we’re writing blank checks,” said Kingsley. “Conglomerate Mesa—there’s been mining claims on that area for many, many years. Mining claims come with some legal rights ... so I’m gonna be in favor of signing this MOU.”

At meeting’s end, his fellow Board members voted to sign the memorandum of understanding.

“I’ve been up to Conglomerate Mesa many times,” reflected Supervisor Jennifer Roeser, upon the approval of the document. “I’ve ridden up there—beautiful ride. A lot of special country in that area, anyway.”

## PLAN AHEAD FOR YOUR OWN DEMISE!

**O**n Wednesday morning, Mammoth Hospital hosted its first, free Advance Care Planning (ACP) Workshop. The series of workshops are intended to guide patients through the process of ACP, answer general questions, and provide free notary services upon ACP document completion.

“Failing to plan is planning to fail,” says Dr. Craig Burrows, Chief Medical Officer of Mammoth Hospital.

The hospital has introduced a straightforward approach to ACP, encapsulated in a concise five-wish form available in both English and Spanish. Dr. Burrows emphasized the importance of this document in guiding medical decisions for individuals who may find themselves unable to express their preferences.

The “Five Wishes” outlined in the ACP pamphlet delve into key aspects:

“The person I want to make care decisions for me when I can’t”

“The kind of medical treatment I want or don’t want”

“How comfortable I want to be”

“How I want people to treat me”

“What I want my loved ones to know”

intervention, making the planning process comprehensive and detailed. The “Five Wishes” document serves as a guide, prompting individuals to consider various scenarios and engage in conversations with their designated decision-makers and loved ones.

Dr. Burrows underscored that while ACP is often associated with older individuals or those with pre-existing conditions, the unpredictability of life makes it relevant for everyone. In the event of a sudden accident, lacking ACP leaves loved ones in the dark about an individual’s desires regarding medical interventions and end-of-life care. It is estimated that only one in three US adults have completed any type of advanced directive.

Mammoth Hospital’s “Five Wishes” ACP document is available for free on the hospital’s website at <https://mammothhospital.org/home/patients-visitors/advance-care-planning>.

Mammoth Hospital’s Sarah Rea will be providing notary services at the upcoming Advance Care Planning Workshops to be held on January 31, February 28, and March 27 in Mammoth Hospital’s Family Medicine Clinic Lobby. Old New York Deli and Vigilante coffee will cater the events.

ACP is more nuanced than a simple “yes” or “no” decision. It involves a spectrum of choices and levels of



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Everyone deserves a safe, stable,  
and affordable **place to live.**

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**MAMMOTH LAKES HOUSING, INC.**

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**DEC 18TH 19TH  
THA EXCHANGE  
HORN DRIVEN FUNK  
W/ CLIFF PORTER OF JELLY BREAD**

**DEC 11TH 16TH  
SANFORD STREET  
ORIGINAL JAM BAND  
JOURNEYS FOR YOUR SOUL!**

**DEC 17TH  
NTH POWER  
FEATURING DRUMMER NIKKI GLASPIE  
(Beyonce, Snarky Puppy, Dumpstaiunk)**

**YOUR NFL HEADQUARTERS**

**Footloose** | **LIBERTY\_SPORTS\_BAR\_&\_GRILL** | **MAMMOTH HOLISTICS**



EASTERN SIERRA  
**COMMUNITY  
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*We support workforce housing  
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## **STAFF REPORT**

**Subject:** The Board of Directors will review and provide feedback on the 2024-2027 Strategic Plan Update with a focus on Core Values.

**Presented by:** Olya Egorov, Housing Navigator  
Patricia Robertson, Executive Director

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## **BACKGROUND**

In July 2023, Eastern Sierra Community Housing (ESCH), formerly known as Mammoth Lakes Housing, hosted its three-year Strategic Planning Session with the Board of Directors and staff to outline priorities consistent with the organization’s 2019-2023 Strategic Plan and 20th Anniversary Rebranding initiative. The session was facilitated by Seana Doherty of Agnew Beck Consulting who also supported the 2019 Strategic Planning process.

As part of finalizing and adopting the Strategic Plan Update (2024-27), an update to the organization’s Core Values should occur.

### **What are Core Values?**

Core values represent the ethics and principles of a given organization, providing the guidance for the decision-making process and framework for workplace culture. Core values may serve as a means for an organization to track its success and define itself amongst other entities performing similar services. Core values are what draw the individual to the entity, fostering connection and accountability within the organization and the work that is produced whether amongst staff or the Board of Directors.

### **How do Core Values differ from our Mission and Vision Statements?**

According to the Society for Human Resource Management<sup>1</sup>, “Mission statements describe an organization's reason for existence, vision statements describe the ideal state that the organization wants to achieve, and values statements list the principles that guide and direct the organization and its culture.” For example, the Walt Disney Company’s mission is to entertain, inform, and inspire people around the globe through the power of unparalleled storytelling; its vision is to be one of the world’s leading producers and providers of entertainment and information; and its core values include optimism, vision, decency, and community. Disney achieves its mission and vision to entertain, inform, and inspire by incorporating community into accommodations, decency and quality into customer interactions, and optimism into its films.

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<sup>1</sup> [Society for Human Resource Management](#).

**NEXT STEPS**

1. Receive Board of Directors input on the 2024-2027 Strategic Plan (Attachment #1).
2. Receive Board of Directors input on Core Values (assessment will be distributed in real-time).
3. Staff will bring an amended draft of the 2024-2027 Strategic Plan at the January Board of Directors meeting for consideration.

**RECOMMENDATION**

The Board of Directors should review the 2024-2027 Strategic Plan Update for Eastern Sierra Community Housing (ESCH), the 2020-2023 Strategic Framework (Attachment #2) from the Rural Community Assistance Corporation (RCAC), complete the Core Value assessment that will be distributed in real-time, and provide staff direction as necessary.

**ATTACHMENTS**

1. 2024-2027 Strategic Plan Update (ESCH)
2. 2020-2023 Strategic Framework (RCAC)

# Eastern Sierra Community Housing

*3-Year Strategic Plan (2024 – 2027)*

*Elevating Housing Horizons in the Eastern Sierra*



# Gratitude

## Land Acknowledgement

Eastern Sierra Community Housing gratefully recognizes the lands upon which we work in Mammoth Lakes, Bishop, and Markleeville, California, the ancestral and tribal lands of the Nüümü (Northern Paiute), Newe Sogobia (Western Shoshone), Nüümü Witü (Eastern Mono/Monache), and Wašišiw ʔítdeʔ (Washoe) who are the ongoing stewards of the land that we gather.

*The contribution of the following individuals in preparing this updated Strategic Plan are gratefully acknowledged:*

## Our Board of Directors

Kirk Stapp, President; Tom Hodges, Vice President; Lindsay Barksdale, Treasurer; and Amanda Rice, Jennifer Kreitz, Brian D’Andrea, Heidi Steenstra, Tony Perkins, & Sarah Nuttall.

## Our Staff

Patricia Robertson, Executive Director; Erik Guzman-Rangal, Program & Policy Associate; Isaura Ocampo & Olya Egorov, Housing Navigators; and Diane Doonan, Grant and Financial Associate.

## Our Partners

Mono County; Alpine County; Town of Mammoth Lakes; City of Bishop; Wild Iris Family Counseling & Crisis Center.

## Agnew Beck Consulting

Seana Doherty, Senior Manager.

# Table of Contents

Eastern Sierra Community Housing .....	1
Gratitude.....	2
Board of Directors, Eastern Sierra Community Housing.....	2
Staff, Eastern Sierra Community Housing .....	2
Agnew Beck Consulting .....	2
Background .....	4
About .....	4
Who is Served .....	4
Foundational Elements .....	6
Vision.....	6
Mission .....	6
Core Values.....	7
Diversity, Equity, and Inclusion.....	<b>Error! Bookmark not defined.</b>
Partnerships.....	<b>Error! Bookmark not defined.</b>
Homelessness Prevention.....	<b>Error! Bookmark not defined.</b>
Homeowner Stewardship .....	<b>Error! Bookmark not defined.</b>
Strategic Framework + Five (5) Focus Areas.....	8
Goals and Objectives Per Strategic Focus Areas .....	9
Table 1. Focus Area: Build & Facilitate Community Housing .....	9
Table 2. Focus Area: Grow Housing Programs & Services .....	10
Table 3. Focus Area Expand & Diversify Funding. ....	12
Table 4. Focus Area: Communications and Outreach .....	14
Table 5. Focus Area: Strengthen Organizational Capacity .....	15



# Background

## ABOUT

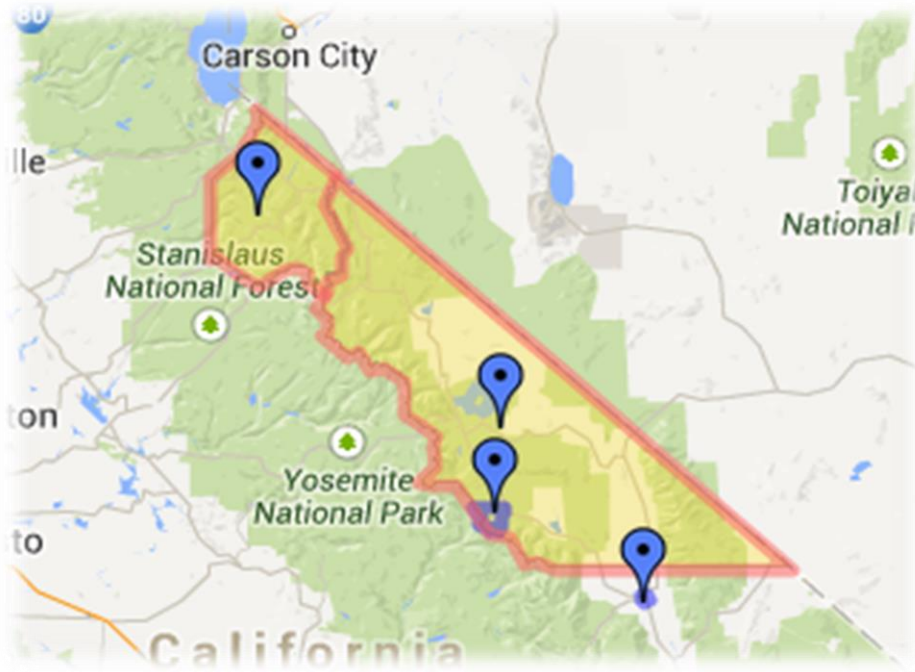
Eastern Sierra Community Housing, formerly known as Mammoth Lakes Housing, is a 501(c)3 State-certified Community Housing Development Organization (CHDO) that has over 20 years of experience serving the rural communities of the Eastern Sierra. Since its inception, the non-profit has initiated an effort to grow and sustain community development, expertise, and capacity through a comprehensive regional approach to the housing crisis.

We maintain a nine (9)-member Board of Directors whose expertise guides the organization's financial decisions and performs oversight of the organization's activities to achieve our mission of advancing workforce housing for a viable local economy and sustainable community. The organization's bylaws require at least one-third low-income representation, while no more than one-third may be public officials or employees.

Through collaborative public-private partnerships with local jurisdictions (including the Town of Mammoth Lakes, City of Bishop, and Alpine, Inyo & Mono counties) and both non-profit and for-profit housing developers (including the Mammoth Mountain Ski Area), Eastern Sierra Community Housing works to increase the supply of affordable housing stock to its local families and workforce.

## WHO WE SERVE

Eastern Sierra Community Housing works to advance community housing at all income levels within Inyo, Mono, and Alpine counties in the frontier region of California. Utilizing many public sources of funding our emphasis is on those with low- to moderate-income levels (approximately 50-80% of the Area Median Income). We have four bilingual staff, three of which speak Spanish – the dominant language of our service area, who are available for language support.



# Foundational Elements

## VISION

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

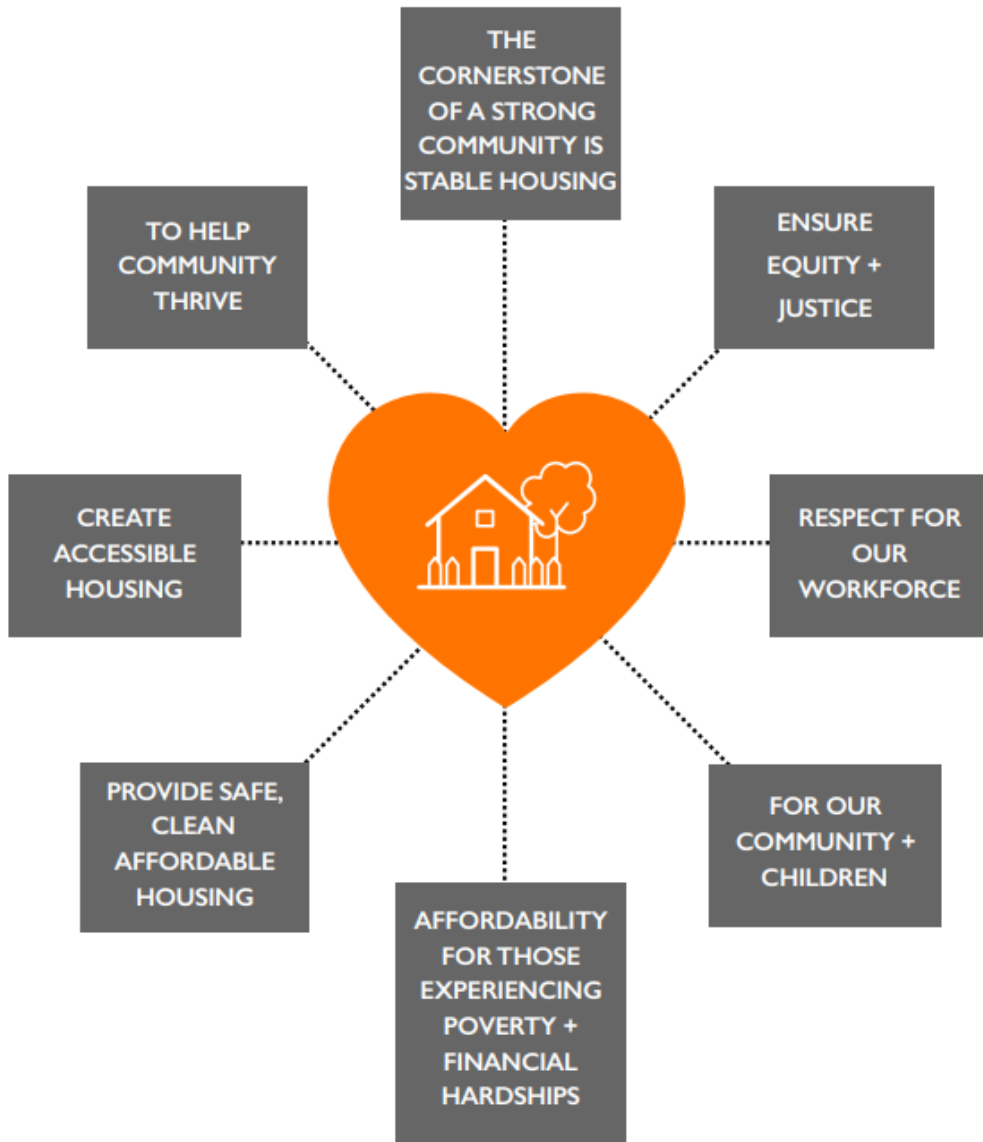
## MISSION

Eastern Sierra Community Housing supports community housing for a viable economy and a sustainable community.



# Core Values – Placeholder

## THE “WHY” OF OUR WORK



## Strategic Framework + Five (5) Focus Areas



## Goals and Objectives Per Strategic Focus Areas

Table 1. Focus Area: Build & Facilitate Community Housing

<b>FOCUS AREA 1: BUILD &amp; FACILITATE COMMUNITY HOUSING</b>	
Goal: Increase the inventory of affordable housing by facilitating one (1) housing projects with partners in the service area over the next three (3) years.	
Objectives	Year 1 & 2 Priorities
Objective A. Identify one (1) priority projects for the next three (3) years.	<p>Year 1</p> <ul style="list-style-type: none"> <li>• Complete the following project: Innsbruck Lodge, Access Apartments, Valley Apartments, and Silver Peaks Apartments. Design materials that outline ESCH offerings &amp; services and details viable types of development projects.</li> <li>• Establish a scoring tool to determine project priority (i.e., willingness of partner(s), funding opportunities, type of housing, income level(s) served, timeframe, size, other resources, etc.)               <ul style="list-style-type: none"> <li>○ e.g., Alterra Mountain Company’s Main Lodge Redevelopment Housing Mitigation Plan</li> </ul> </li> </ul>
Objective B. Implement priority projects.	<p>Year 1 &amp; 2</p> <ul style="list-style-type: none"> <li>• Work with partners to implement priority projects.</li> <li>• Identify capital sources to fund priority projects.</li> </ul>

Table 2. Focus Area: Grow Housing Programs & Services

<b>FOCUS AREA 2: GROW HOUSING PROGRAMS &amp; SERVICES</b>	
Goal: Improve and expand existing programs & services to assist the workforce in securing safe, stable, and affordable housing.	
Objectives	Year 1 + 2 Priorities
Objective A: Support & strengthen Housing Navigation services.	Year 1 & 2 <ul style="list-style-type: none"> <li>• Clarify role and direction of Housing Navigators in the organization, strategic plan, county, and regional systems.</li> <li>• Identify training opportunities to expand into other areas of the organization.</li> <li>• Expand program through increasing services based on the availability of funds.</li> </ul>
Objective B. Manage and grow mortgage, rehabilitation, and ADU loan programs.	Years 1, 2 & 3 <ul style="list-style-type: none"> <li>• Close on four to six (4-6) loans per year, including Bridge unit acquisition transactions.</li> <li>• Manage funding for State- and Town-funded loan programs.                             <ul style="list-style-type: none"> <li>○ (e.g., CalHome Loan Program &amp; Bridge Loan Program)</li> </ul> </li> <li>• Certify at least one staff on Homeownership Counseling.</li> <li>• Expand into HUD Homeownership Counseling through RCAC-Affiliate Program.</li> <li>• Implement Inyo County Rehabilitation Loan Incentive Program.</li> <li>• Explore other funding opportunities to expand loan offerings.</li> </ul>
Objective C. Facilitate and manage deed-restricted units & compliance monitoring program.	Year 1 <ul style="list-style-type: none"> <li>• Highlight deed-restricted housing services to public agencies.                             <ul style="list-style-type: none"> <li>○ (see Objective A, Focus Area 1)</li> </ul> </li> </ul>

## FOCUS AREA 2: GROW HOUSING PROGRAMS & SERVICES

Goal: Improve and expand existing programs & services to assist the workforce in securing safe, stable, and affordable housing.

Objectives	Year 1 + 2 Priorities
	<ul style="list-style-type: none"> <li>• Define the organization’s value proposition – the services or features of ESCH that define and attract partners, customers, and donors.</li> <li>• Manage compliance monitoring requirements for current unit inventory.</li> <li>• Implement Salesforce HomeKeeper for management of deed-restricted units, including rental units and/or clients under self-management.</li> </ul> <p>Year 2</p> <ul style="list-style-type: none"> <li>• Implement management software.</li> </ul>
<p>Objective D. Provide property management services for existing &amp; future rental units.</p>	<p>Year 1</p> <ul style="list-style-type: none"> <li>• Continue to provide management services for Star Apartments and the Innsbruck Lodge.</li> <li>• Evaluate the organization’s role as property manager for future projects.</li> </ul>
<p>Objective E. Develop guidance on referrals to housing and non-housing resources.</p>	<p>Year 1</p> <ul style="list-style-type: none"> <li>• Develop a referral process in each County to bridge access to services across the region.</li> <li>• Consider a wrap-around approach to services.</li> <li>• Build Policies and Procedures for Innsbruck Lodge.</li> </ul>
<p>Objective F. Consider other housing-related services.</p>	<p>Year 2</p> <ul style="list-style-type: none"> <li>• Seek consideration from the Board of Directors to serve as an administrator of Housing Choice Vouchers &amp; Emergency Housing Vouchers (Section 8).</li> </ul>



## FOCUS AREA 2: GROW HOUSING PROGRAMS & SERVICES

Goal: Improve and expand existing programs & services to assist the workforce in securing safe, stable, and affordable housing.

Objectives	Year 1 + 2 Priorities
	<ul style="list-style-type: none"> <li>• Seek consideration from the Board of Directors to incorporate other Eastern Sierra Continuum of Care roles.</li> </ul>
<p>Objective G.</p> <p>Explore opportunities to support programs that serve moderate-income households (&gt; 80% Area Median Income)</p>	<p>Year 1</p> <ul style="list-style-type: none"> <li>• Continue participation on the Town of Mammoth Lakes’s Chamber of Commerce Committee to support the employee rental matching program.</li> <li>• Explore formal or informal partnerships with regional partnership to serve moderate income level with regional partners.               <ul style="list-style-type: none"> <li>○ (i.e., Mammoth Lakes Hospital, US Forest Service, etc.)</li> </ul> </li> <li>• Consider expansion of homeownership counseling services such as escrow &amp; credit repair.</li> </ul>

Table 3. Focus Area Expand & Diversify Funding.

## FOCUS 3: EXPAND & DIVERSIFY FUNDING

Goal: Grow internal operating budget to one million by 2026 to expand and increase access to services, programs and homes.

Objectives	Year 1 + 2 Priorities
<p>Objective A:</p> <p>Create a plan to grow funding.</p>	<p>Year 1</p> <ul style="list-style-type: none"> <li>• Create a three (3)-year budget to track the one-million-dollar Operating Budget goal.</li> <li>• Create a Fund Development Plan &amp; outline a case for donations.</li> </ul>

### FOCUS 3: EXPAND & DIVERSIFY FUNDING

Goal: Grow internal operating budget to one million by 2026 to expand and increase access to services, programs and homes.

Objectives	Year 1 + 2 Priorities
	<ul style="list-style-type: none"> <li>• Create materials to make a case for fundraising &amp; private donations.                             <ul style="list-style-type: none"> <li>○ (i.e., how much, for what, goals, etc.)</li> </ul> </li> </ul>
<p>Objective B. Build a case for regional support.</p>	<p>Year 2</p> <ul style="list-style-type: none"> <li>• Draft a commitment for one hundred percent (100%) participation from each jurisdiction in the service area to support ESCH.                             <ul style="list-style-type: none"> <li>○ Include the need for administrative support.</li> </ul> </li> <li>• Conduct outreach to each jurisdiction to understand needs and potential contracting &amp; funding opportunities.</li> <li>• Submit funding requests to each jurisdiction.</li> </ul> <p>Year 3</p> <ul style="list-style-type: none"> <li>• Establish the goal of one hundred percent (100%) participation from all regional jurisdictions.</li> <li>• Leverage developer fees into new units.</li> </ul>
<p>Objective C. Explore options to secure long-term local tax funding.</p>	<p>Year 2</p> <ul style="list-style-type: none"> <li>• Advocate for an on-going set aside of TOT funds from the Town of Mammoth Lakes.</li> </ul>
<p>Objective D: Increase number of private donors.</p>	<p>Year 1, 2 &amp; 3</p> <ul style="list-style-type: none"> <li>• Define fundraising targets in the Fund Development Plan.                             <ul style="list-style-type: none"> <li>○ (see Objective A, Focus Area 3).</li> </ul> </li> <li>• Define roles internally &amp; identify capacity limitations to achieve targets.</li> </ul>

**FOCUS 3: EXPAND & DIVERSIFY FUNDING**

Goal: Grow internal operating budget to one million by 2026 to expand and increase access to services, programs and homes.

Objectives	Year 1 + 2 Priorities
	<ul style="list-style-type: none"> <li>• Consider approaching local community foundations to jointly raise funds or assist with training.</li> <li>• Consider an external contract to create a Fund Development Plan.</li> </ul>

Table 4. Focus Area: Communications and Outreach

**FOCUS AREA 4: ENHANCE COMMUNICATIONS CAMPAIGNS**

Goal: Develop a Communications Campaign that raises an awareness & understanding of the role and value of Eastern Sierra Community Housing.

Objectives	Year 1, 2 & 3 Priorities
<p>Objective A: Develop a Communications Plan</p>	<p>Year 1</p> <ul style="list-style-type: none"> <li>• Release rebranding material.</li> <li>• Develop a Rebranding, Rollout, &amp; Marketing Plan.</li> <li>• Consider an external contract for marketing services.</li> <li>• Plan to include consistent delivery on content including:                             <ul style="list-style-type: none"> <li>○ Thirty (30) day updates to partners.</li> <li>○ Dashboard of collective results.</li> <li>○ Annual Report.</li> <li>○ Weekly social media posts.</li> </ul> </li> </ul>
<p>Objective B: Build a strong communications campaign that is inclusive of its rural diverse communities.</p>	<p>Year 1, 2 &amp; 3</p> <ul style="list-style-type: none"> <li>• Distribute all public-facing materials in English &amp; Spanish.</li> </ul>

**FOCUS AREA 4: ENHANCE COMMUNICATIONS CAMPAIGNS**

Goal: Develop a Communications Campaign that raises an awareness & understanding of the role and value of Eastern Sierra Community Housing.

Objectives	Year 1, 2 & 3 Priorities
	<ul style="list-style-type: none"> <li>• Pursue targeted outreach to the Latino/Hispanic community &amp; maintain relevant programs.</li> <li>• Maintain the website and all social media platforms.</li> <li>• Attend relevant stakeholder, partner, community, and statewide meetings.</li> </ul>
<p>Objective C. Design materials to increase knowledge of services and programs.</p>	<ul style="list-style-type: none"> <li>• Create public-facing materials to distribute to local jurisdictions about services, contracts, etc.</li> <li>• Create a dashboard to share results of collective regional work on an annual basis.</li> </ul>

Table 5. Focus Area: Strengthen Organizational Capacity

**FOCUS AREA 5: STRENGTHEN ORGANIZATIONAL CAPACITY**

Goal: Strengthen and support the organization & the people who support the work.

Objectives	Year 1 & 2 Priorities
<p>Objective A. Consider new Board of Directors governance structure.</p>	<p>Year 2</p> <ul style="list-style-type: none"> <li>• Seek consideration from the Board of Directors to amend bylaws to remove the Brown Act requirements to increase flexibility amongst Board Members.</li> </ul>
<p>Objective B. Grow &amp; strengthen the Board of Directors.</p>	<p>Year 1 &amp; 2</p> <ul style="list-style-type: none"> <li>• Pursue a Skills Assessment to evaluate current and potential assets on the Board of Directors.</li> </ul>

## FOCUS AREA 5: STRENGTHEN ORGANIZATIONAL CAPACITY

Goal: Strengthen and support the organization & the people who support the work.

Objectives	Year 1 & 2 Priorities
	<ul style="list-style-type: none"> <li>○ Seek consideration to add two Board of Directors based on the assessment.</li> <li>○ Identify gaps &amp; provide Board of Director trainings twice a year based on the assessment.</li> <li>● Attend one (1) conference per year, including Board of Directors &amp; staff.</li> <li>● Create internship opportunities or other field study programs.</li> </ul>
<p>Objective C. Improve monthly Board of Directors meetings &amp; nurture participation in committees.</p>	<p>Year 1 &amp; 2</p> <ul style="list-style-type: none"> <li>● Explore alternatives in the Board of Director meetings.               <ul style="list-style-type: none"> <li>○ (e.g., location, quarterly v. monthly, etc.)</li> </ul> </li> <li>● Reference the Strategic Plan in the agenda to track progress on a quarterly basis to discuss strategic and policy issues for one (1)-hour.</li> <li>● Nurture and maintain existing committees.</li> <li>● Build in teamwork &amp; have fun!</li> </ul>
<p>Objective D. Finalize the 2023-2026 Strategic Plan &amp; review progress annually.</p>	<p>Year 1</p> <ul style="list-style-type: none"> <li>● Finalize 2024-2027 Strategic Plan &amp; define core values.</li> <li>● Share the 2024-2027 Strategic Plan with partners to garner support for ESCH.</li> </ul>
<p>Objective E. Strengthen organizational capacity.</p>	<p>Year 1 &amp; 2</p> <ul style="list-style-type: none"> <li>● Consider adding staff to meet current gaps and future needs.</li> </ul>

**FOCUS AREA 5: STRENGTHEN ORGANIZATIONAL CAPACITY**

Goal: Strengthen and support the organization & the people who support the work.

Objectives	Year 1 & 2 Priorities
	<ul style="list-style-type: none"><li>● Create a new budget &amp; track progress towards the three-year goal to exceed one (1)-million-dollars.<ul style="list-style-type: none"><li>○ (see Objective A, Focus Area 3)</li></ul></li><li>● Pursue NeighborWorks affiliate designation.</li><li>● Explore a change of office location.</li></ul>
Objective F. Strengthen & support full-time staff.	Year 1 <ul style="list-style-type: none"><li>● Facilitate an annual goal setting process for staff.<ul style="list-style-type: none"><li>○ Utilize the 2024-2027 Strategic Plan to guide the process.</li></ul></li><li>● Evaluate staff compensation on an annual basis, including base compensation &amp; incentive and/or bonus compensation.</li><li>● Review and modify as necessary the Employee Bonus policy.<ul style="list-style-type: none"><li>○ (see Section 807 Policies and Procedures Manual).</li></ul></li></ul>



## Strategic Framework 2020-2023

### VISION

Rural and Indigenous communities throughout the West are empowered to be vibrant, healthy and thriving.

### MISSION

RCAC partners with rural and Indigenous communities to achieve their vision and well being through technical assistance, training, financial resources and advocacy.

### CORE VALUES

**Leadership:** identifies innovative strategies to further rural community and economic development and inspires partners to achieve great outcomes.

**Collaboration:** achieves superior results by respectfully and inclusively identifying partners.

**Commitment:** works with passion and dedication to improve rural communities and the lives of their low-income residents.

**Quality:** produces exceptional work products to help our partners meet their goals.

**Integrity:** practices the highest professional standards and cultural competency in our work.

### STRATEGIC DIRECTIONS

1. **Core Competencies:** Ensure rural communities have culturally-appropriate access to resources by prioritizing community-identified needs and advocating on behalf of these communities with public and private-sector partners.
2. **Increased Investment:** Strengthen the economies of rural communities through increased capital investment that supports small businesses and community development.
3. **Indigenous Communities:** Collaborate with grassroots and Indigenous-led organizations that provide infrastructure, housing, lending and other essential services in Indigenous communities.
4. **Diversity, Equity and Inclusion:** Grow inclusive practices by improving organizational awareness, positioning, and approaches, which embrace Indigenous knowledge and are mindful of historical contexts, to better serve internal stakeholders and external partners and communities.
5. **Capacity Building and Innovation:** Strengthen RCAC's operations by exploring innovative strategies, improving internal infrastructure, and promoting staff development so that RCAC can continue to build the capacity of organizations.
6. **Outcome Measurement:** Transition RCAC measurement to an outcome-based model that effectively articulates the narrative of our work, increases learning opportunities to refine our programmatic approach and expands the metrics we can share with diverse funding sources.

TARGETS - TBD



EASTERN SIERRA  
**COMMUNITY  
HOUSING**

*We support workforce housing  
for a viable economy and  
sustainable community.*

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## **STAFF REPORT**

Subject: The Board of Directors will consider appointments to the Diversity, Equity, and Inclusion Committee – *action item*.

Presented by: Patricia Robertson, Executive Director

Prepared by: Olya Egorov, Housing Navigator

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## **BACKGROUND**

In June of 2019, the Board of Directors created a standing committee for Diversity, Equity, and Inclusion (DEI) through Resolution 19-01 as recommended in the 2019-2023 Strategic Plan. Due to the pandemic, staff capacity, and Board turnover, the Committee ceased regular meetings and is currently inactive. The objective of the Committee is to incorporate Diversity, Equity, Inclusion practices and initiatives into the organization and the broader community in relation to the provision of housing.

As a standing committee, the Committee requires compliance with the Brown Act and coordination with clerking services through our contract with the Town of Mammoth Lakes. The staff lead for this committee will be Olya Egorov, Housing Navigator. The Board of Directors may appoint two or more Directors, less than a quorum, to represent the organization on the committee. The committee may also include members of the public as appropriate to represent constituents of the community that have relevant skills and experience related to the task at hand. Any members of the public will be confirmed by the Board of Directors. At the time of this staff report, no members of the public had been identified or volunteered.

Suggested Work Program items:

- Consider the addition of “Belonging” to the Committee Title, as suggested by CCRH and regional rural partners.
- Consideration for Board of Directors support SB 18, “Tribal Housing Reconstitution and Resiliency Act.”
- Discussion of Core Values to be incorporated in the 2024 Strategic Plan.
- Discussion of Committee Mission Statement and Action Steps to be incorporated in the 2024 Strategic Plan.
- Review of Communications Campaign.



**NEXT STEPS**

1. The Board of Directors accepts volunteers and nominations to the Committee.
2. The Board of Directors appoints members to join the Committee through a motion and a vote.
3. Olya Egorov will reach out to schedule the first meeting of the Committee. If there are items of interest to discuss, please reach out to her at [olya@eschousing.org](mailto:olya@eschousing.org).

**RECOMMENDATION**

Two or more Board members who wish to participate on the committee should volunteer. The Board of Directors should make a motion and vote to approve the nominations.

If no Board member wishes to volunteer, the committee may be disbanded if the need ceases to exist, or it has been concluded that the strategic priorities have changed.

The Board should provide additional staff direction as necessary.

**AGREEMENT BETWEEN COUNTY OF INYO**

**AND Eastern Sierra Community Housing**  
**FOR THE PROVISION OF PLHA Subrecipient - Program Administration SERVICES**

**INTRODUCTION**

WHEREAS, the County of Inyo (hereinafter referred to as "County") may have the need for the Program Administration services of Eastern Sierra Community Housing of Mammoth Lakes, CA (hereinafter referred to as "Contractor"), and in consideration of the mutual promises, covenants, terms, and conditions hereinafter contained, the parties hereby agree as follows:

**TERMS AND CONDITIONS**

**1. SCOPE OF WORK.**

The Contractor shall furnish to the County, upon its request, those services and work set forth in Attachment A, attached hereto and by reference incorporated herein. Requests by the County to the Contractor to perform under this Agreement will be made by Meaghan McCamman, whose title is: Assistant County Administrator. Requests to the Contractor for work or services to be performed under this Agreement will be based upon the County's need for such services. The County makes no guarantee or warranty, of any nature, that any minimum level or amount of services or work will be requested of the Contractor by the County under this Agreement. County by this Agreement incurs no obligation or requirement to request from Contractor the performance of any services or work at all, even if County should have some need for such services or work during the term of this Agreement.

Services and work provided by the Contractor at the County's request under this Agreement will be performed in a manner consistent with the requirements and standards established by applicable federal, state, and County laws, ordinances, regulations, and resolutions. Such laws, ordinances, regulations, and resolutions include, but are not limited to, those which are referred to in this Agreement.

**2. TERM.**

The term of this Agreement shall be from September 1, 2023 to June 30, 2030 unless sooner terminated as provided below.

**3. CONSIDERATION.**

A. Compensation. County shall pay to Contractor in accordance with the Schedule of Fees (set forth as Attachment B) for the services and work described in Attachment A which are performed by Contractor at the County's request.

B. Travel and per diem. Contractor will not be paid or reimbursed for travel expenses or per diem which Contractor incurs in providing services and work requested by County under this Agreement.

C. No additional consideration. Except as expressly provided in this Agreement, Contractor shall not be entitled to, nor receive, from County, any additional consideration, compensation, salary, wages, or other type of remuneration for services rendered under this Agreement. Specifically, Contractor shall not be entitled, by virtue of this Agreement, to consideration in the form of overtime, health insurance benefits, retirement benefits, disability retirement benefits, sick leave, vacation time, paid holidays, or other paid leaves of absence of any type or kind whatsoever.

D. Limit upon amount payable under Agreement. The total sum of all payments made by the County to Contractor for services and work performed under this Agreement shall not exceed XXX TBD Dollars

(§XXXTBD \_\_\_\_\_) (hereinafter referred to as "contract limit"). County expressly reserves the right to deny any payment or reimbursement requested by Contractor for services or work performed which is in excess of the contract limit.

E. Billing and payment. Contractor shall submit to the County, once a month, an itemized statement of all services and work described in Attachment A, which were done at the County's request. This statement will be submitted to the County not later than the fifth (5th) day of the month. The statement to be submitted will cover the period from the first (1st) day of the preceding month through and including the last day of the preceding month. This statement will identify the date on which the services and work were performed and describe the nature of the services and work which were performed on each day. Upon timely receipt of the statement by the fifth (5th) day of the month, County shall make payment to Contractor on the last day of the month.

F. Federal and State taxes.

(1) Except as provided in subparagraph (2) below, County will not withhold any federal or state income taxes or social security from any payments made by County to Contractor under the terms and conditions of this Agreement.

(2) County will withhold California State income taxes from payments made under this Agreement to non-California resident independent contractors when it is anticipated that total annual payments to Contractor under this Agreement will exceed one thousand four hundred ninety nine dollars (\$1,499.00).

(3) Except as set forth above, County has no obligation to withhold any taxes or payments from sums paid by County to Contractor under this Agreement. Payment of all taxes and other assessments on such sums is the sole responsibility of Contractor. County has no responsibility or liability for payment of Contractor's taxes or assessments.

(4) The total amounts paid by County to Contractor, and taxes withheld from payments to non-California residents, if any, will be reported annually to the Internal Revenue Service and the California State Franchise Tax Board. To facilitate this reporting, Contractor shall complete and submit to the County an Internal Revenue Service (IRS) Form W-9 upon executing this Agreement.

#### **4. WORK SCHEDULE.**

Contractor's obligation is to perform, in a timely manner, those services and work identified in Attachment A which are requested by the County. It is understood by Contractor that the performance of these services and work will require a varied schedule. Contractor will arrange his/her own schedule, but will coordinate with County to ensure that all services and work requested by County under this Agreement will be performed within the time frame set forth by County.

#### **5. REQUIRED LICENSES, CERTIFICATES, AND PERMITS.**

A. Any licenses, certificates, or permits required by the federal, state, county, municipal governments, for contractor to provide the services and work described in Attachment A must be procured by Contractor and be valid at the time Contractor enters into this Agreement or as otherwise may be required. Further, during the term of this Agreement, Contractor must maintain such licenses, certificates, and permits in full force and effect. Licenses, certificates, and permits may include, but are not limited to, driver's licenses, professional licenses or certificates, and business licenses. Such licenses, certificates, and permits will be procured and maintained in force by Contractor at no expense to the County. Contractor will provide County, upon execution of this Agreement, with evidence of current and valid licenses, certificates and permits which are required to perform the services identified in Attachment A. Where there is a dispute between Contractor and County as to what licenses, certificates, and permits are required to perform the services identified in Attachment A, County reserves the right to make such determinations for purposes of this Agreement.

B. Contractor warrants that it is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in covered transactions by any federal department or agency. Contractor also warrants that it is not suspended or debarred from receiving federal funds as listed in the List of Parties Excluded from Federal Procurement or Non-procurement Programs issued by the General Services Administration available at: <http://www.sam.gov>.

**6. OFFICE SPACE, SUPPLIES, EQUIPMENT, ET CETERA.**

Contractor shall provide such office space, supplies, equipment, vehicles, reference materials, and telephone service as is necessary for Contractor to provide the services identified in Attachment A to this Agreement. County is not obligated to reimburse or pay Contractor, for any expense or cost incurred by Contractor in procuring or maintaining such items. Responsibility for the costs and expenses incurred by Contractor in providing and maintaining such items is the sole responsibility and obligation of Contractor.

**7. COUNTY PROPERTY.**

A. Personal Property of County. Any personal property such as, but not limited to, protective or safety devices, badges, identification cards, keys, etc. provided to Contractor by County pursuant to this Agreement are, and at the termination of this Agreement remain, the sole and exclusive property of County. Contractor will use reasonable care to protect, safeguard and maintain such items while they are in Contractor's possession. Contractor will be financially responsible for any loss or damage to such items, partial or total, which is the result of Contractor's negligence.

B. Products of Contractor's Work and Services. Any and all compositions, publications, plans, designs, specifications, blueprints, maps, formulas, processes, photographs, slides, video tapes, computer programs, computer disks, computer tapes, memory chips, soundtracks, audio recordings, films, audio-visual presentations, exhibits, reports, studies, works of art, inventions, patents, trademarks, copyrights, or intellectual properties of any kind which are created, produced, assembled, compiled by, or are the result, product, or manifestation of, Contractor's services or work under this Agreement are, and at the termination of this Agreement remain, the sole and exclusive property of the County. At the termination of the Agreement, Contractor will convey possession and title to all such properties to County.

**8. INSURANCE.**

For the duration of this Agreement Contractor shall procure and maintain insurance of the scope and amount specified in Attachment C and with the provisions specified in that attachment.

**9. STATUS OF CONTRACTOR.**

All acts of Contractor, its agents, officers, and employees, relating to the performance of this Agreement, shall be performed as independent contractors, and not as agents, officers, or employees of County. Contractor, by virtue of this Agreement, has no authority to bind or incur any obligation on behalf of County. Except as expressly provided in Attachment A, Contractor has no authority or responsibility to exercise any rights or power vested in the County. No agent, officer, or employee of the Contractor is to be considered an employee of County. It is understood by both Contractor and County that this Agreement shall not under any circumstances be construed or considered to create an employer-employee relationship or a joint venture. As an independent contractor:

A. Contractor shall determine the method, details, and means of performing the work and services to be provided by Contractor under this Agreement.

B. Contractor shall be responsible to County only for the requirements and results specified in this Agreement, and except as expressly provided in this Agreement, shall not be subjected to County's control with respect to the physical action or activities of Contractor in fulfillment of this Agreement.

C. Contractor, its agents, officers, and employees are, and at all times during the term of this Agreement shall, represent and conduct themselves as independent contractors, and not as employees of County.

**10. DEFENSE AND INDEMNIFICATION.**

Contractor shall hold harmless, defend and indemnify County and its officers, officials, employees and volunteers from and against any and all liability, loss, damage, expense, costs (including without limitation costs and fees of litigation) of every nature arising out of or in connection with Contractor's performance of work hereunder or its failure to comply with any of its obligations contained in the agreement, except such loss or damages which was caused by the sole negligence or willful misconduct of the County.

**11. RECORDS AND AUDIT.**

A. Records. Contractor shall prepare and maintain all records required by the various provisions of this Agreement, federal, state, county, municipal, ordinances, regulations, and directions. Contractor shall maintain these records for a minimum of four (4) years from the termination or completion of this Agreement. Contractor may fulfill its obligation to maintain records as required by this paragraph by substitute photographs, microphotographs, or other authentic reproduction of such records.

B. Inspections and Audits. Any authorized representative of County shall have access to any books, documents, papers, records, including, but not limited to, financial records of Contractor, which County determines to be pertinent to this Agreement, for the purposes of making audit, evaluation, examination, excerpts, and transcripts during the period such records are to be maintained by Contractor. Further, County has the right, at all reasonable times, to audit, inspect, or otherwise evaluate the work performed or being performed under this Agreement.

**12. NONDISCRIMINATION.**

During the performance of this Agreement, Contractor, its agents, officers, and employees shall not unlawfully discriminate in violation of any federal, state, or local law, against any employee, or applicant for employment, or person receiving services under this Agreement, because of race, religion, color, national origin, ancestry, physical handicap, medical condition, marital status, age, or sex. Contractor and its agents, officers, and employees shall comply with the provisions of the Fair Employment and Housing Act (Government Code section 12900, et seq.), and the applicable regulations promulgated thereunder in the California Code of Regulations. Contractor shall also abide by the Federal Civil Rights Act of 1964 (P.L. 88-352) and all amendments thereto, and all administrative rules and regulations issued pursuant to said act.

**13. CANCELLATION.**

This Agreement may be canceled by County without cause, and at will, for any reason by giving to Contractor thirty (30) days written notice of such intent to cancel. Contractor may cancel this Agreement without cause, and at will, for any reason whatsoever by giving thirty (30) days written notice of such intent to cancel to County.

**14. ASSIGNMENT.**

This is an agreement for the services of Contractor. County has relied upon the skills, knowledge, experience, and training of Contractor as an inducement to enter into this Agreement. Contractor shall not assign or subcontract this Agreement, or any part of it, without the express written consent of County. Further, Contractor shall not assign any monies due or to become due under this Agreement without the prior written consent of County.

**15. DEFAULT.**

If the Contractor abandons the work, or fails to proceed with the work and services requested by County in a timely manner, or fails in any way as required to conduct the work and services as required by County, County may declare the Contractor in default and terminate this Agreement upon five (5) days written notice to Contractor. Upon such termination by default, County will pay to Contractor all amounts owing to Contractor for services and work satisfactorily performed to the date of termination.

**16. WAIVER OF DEFAULT.**

Waiver of any default by either party to this Agreement shall not be deemed to be waiver of any subsequent default. Waiver or breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach, and shall not be construed to be a modification of the terms of this Agreement unless this Agreement is modified as provided in paragraph twenty-two (22) below.

**17. CONFIDENTIALITY.**

Contractor further agrees to comply with the various provisions of the federal, state, and county laws, regulations, and ordinances providing that information and records kept, maintained, or accessible by Contractor in the course of providing services and work under this Agreement, shall be privileged, restricted, or confidential. Contractor agrees to keep confidential all such information and records. Disclosure of such confidential, privileged, or protected information shall be made by Contractor only with the express written consent of the County. Any disclosure of confidential information by Contractor without the County's written consent is solely and exclusively the legal responsibility of Contractor in all respects.

Notwithstanding anything in the Agreement to the contrary, names of persons receiving public social services are confidential and are to be protected from unauthorized disclosure in accordance with Title 45, Code of Federal Regulations Section 205.50, the Health Insurance Portability and Accountability Act of 1996, and Sections 10850 and 14100.2 of the Welfare and Institutions Code, and regulations adopted pursuant thereto. For the purpose of this Agreement, all information, records, and data elements pertaining to beneficiaries shall be protected by the provider from unauthorized disclosure.

**18. CONFLICTS.**

Contractor agrees that it has no interest, and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of the work and services under this Agreement.

**19. POST AGREEMENT COVENANT.**

Contractor agrees not to use any confidential, protected, or privileged information which is gained from the County in the course of providing services and work under this Agreement, for any personal benefit, gain, or enhancement. Further, Contractor agrees for a period of two years after the termination of this Agreement, not to seek or accept any employment with any entity, association, corporation, or person who, during the term of this Agreement, has had an adverse or conflicting interest with the County, or who has been an adverse party in litigation with the County, and concerning such, Contractor by virtue of this Agreement has gained access to the County's confidential, privileged, protected, or proprietary information.

**20. SEVERABILITY.**

If any portion of this Agreement or application thereof to any person or circumstance shall be declared invalid by a court of competent jurisdiction, or if it is found in contravention of any federal, state, or county statute, ordinance, or regulation, the remaining provisions of this Agreement, or the application thereof, shall not be invalidated thereby, and shall remain in full force and effect to the extent that the provisions of this Agreement are severable.

**21. FUNDING LIMITATION.**

The ability of County to enter this Agreement is based upon available funding from various sources. In the event that such funding fails, is reduced, or is modified, from one or more sources, County has the option to cancel, reduce, or modify this Agreement, or any of its terms within ten (10) days of its notifying Contractor of the cancellation, reduction, or modification of available funding. Any reduction or modification of this Agreement made pursuant to this provision must comply with the requirements of paragraph twenty-two (22) (Amendment).

**22. AMENDMENT.**

This Agreement may be modified, amended, changed, added to, or subtracted from, by the mutual consent of the parties hereto, if such amendment or change is in written form and executed with the same formalities as this Agreement, and attached to the original Agreement to maintain continuity.

**23. NOTICE.**

Any notice, communication, amendments, additions, or deletions to this Agreement, including change of address of either party during the terms of this Agreement, which Contractor or County shall be required, or may desire, to make, shall be in writing and may be personally served, or sent by prepaid first class mail to, the respective parties as follows:

County of Inyo	
<u>Meaghan McCamman</u>	Department
<u>PO Drawer N</u>	Address
<u>Independence CA 95826</u>	City and State

Contractor:	
<u>Patricia Robertson</u>	Name
<u>587 Old Mammoth Rd</u>	Address
<u>Mammoth Lakes, CA 93546</u>	City and State

**24. ENTIRE AGREEMENT.**

This Agreement contains the entire agreement of the parties, and no representations, inducements, promises, or agreements otherwise between the parties not embodied herein or incorporated herein by reference, shall be of any force or effect. Further, no term or provision hereof may be changed, waived, discharged, or terminated, unless the same be in writing executed by the parties hereto.

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**AGREEMENT BETWEEN COUNTY OF INYO**  
**AND** Eastern Sierra Community Housing  
**FOR THE PROVISION OF** PLHA Subrecipient - Program Administration **SERVICES**

IN WITNESS THEREOF, THE PARTIES HERETO HAVE SET THEIR HANDS AND SEALS  
THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, \_\_\_\_\_.

**COUNTY OF INYO**

**CONTRACTOR**

By: \_\_\_\_\_  
Signature

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Print or Type Name

\_\_\_\_\_  
Print or Type Name

Dated: \_\_\_\_\_

Dated: \_\_\_\_\_

APPROVED AS TO FORM AND LEGALITY:

County Counsel

\_\_\_\_\_

APPROVED AS TO ACCOUNTING FORM:

\_\_\_\_\_

County Auditor

APPROVED AS TO PERSONNEL REQUIREMENTS:

\_\_\_\_\_

Personnel Services

APPROVED AS TO INSURANCE REQUIREMENTS:

\_\_\_\_\_

County Risk Manager



**ATTACHMENT A**

**AGREEMENT BETWEEN COUNTY OF INYO  
AND Eastern Sierra Community Housing  
FOR THE PROVISION OF PLHA Subrecipient - Program Administration SERVICES**

**TERM:**

**FROM:** 9.1.2023 **TO:** 6.30.2030

**SCOPE OF WORK:**

1. Eastern Sierra Community Housing will adjust the draft guidelines developed in partnership with Inyo County HHS in 2020/2021 to reflect the rules and requirements of the PLHA loan program as described in the October 2019 PLHA Program Guidelines issued by HCD, Inyo County's successful PLHA application submitted November 2022, and agreement 2240-PLHA17669 between HCD and the County of Inyo.
2. Eastern Sierra Community Housing will administer the rehabilitation and ADU/JADU loan program on behalf of the County of Inyo, serving as a subrecipient and responsible for all subrecipient requirements described in Standard Agreement 22-PLHA-17669.
3. Upon approval of the revised draft guidelines, Eastern Sierra Community Housing will prepare marketing materials and informational materials to advertise the loan program throughout the entirety of Inyo County.
4. In administering the program, Eastern Sierra Community housing will adhere to the rules and requirements as outlined in Agreement 22-PLHA17669, Inyo County's successful PLHA application as submitted in November 2022; and the program guidelines as published by HCD in October 2019.
5. Eastern Sierra Community Housing will prepare all project and administrative draw down requests on Inyo County's behalf and submit to Inyo County for review, execution, and submission to HCD.
6. Eastern Sierra Community Housing will deliver complete loan files to Inyo County upon completion of each loan and before monitoring by HCD.
7. Eastern Sierra Community Housing will directly participate in any monitoring by the state or other agencies and provide the necessary documents and files for such monitoring visits, advocate on Inyo County's behalf to the maximum extent appropriate, and respond to a correct any monitoring findings under the control of the subrecipient.
8. Eastern Sierra Community Housing will provide marketing materials to Inyo County Code Enforcement to ensure that informational materials about the rehabilitation loan program is shared with homeowners whose houses are in a state of disrepair.

**ATTACHMENT B**

**AGREEMENT BETWEEN COUNTY OF INYO  
AND Eastern Sierra Community Housing  
FOR THE PROVISION OF PLHA Subrecipient - Program Administration SERVICES**

**TERM:**

**FROM:** 9.1.23 \_\_\_\_\_ **TO:** 6.30.20 \_\_\_\_\_

**SCHEDULE OF FEES:**

As set forth in the Standard Agreement PLHA 2240-PLHA-17669, Administrative costs related to the planning and execution of eligible activities shall not exceed five percent of the grant amount. Staff and overhead costs directly related to carrying out the eligible activities described in Section 301 are "activity costs" and not subject to the 5% cap on administrative costs.

PLHA Loan Program and Activity Delivery:	\$ 466,150.75
Administration:	\$ 24,534.25
Total:	<u>\$490,685</u>

Activity costs will be tracked and billed using billable hourly rates:

Executive Director:	\$XXXXX
Other staff:	\$XXXXX

Notwithstanding the language set forth in Section 3. Consideration (B), Eastern Sierra Community Housing will be reimbursed for travel within Inyo County that is necessary for program administration and loan oversight. Vehicle mileage will be billed at the then current I.R.S. Mileage rate. Telephone, fax, photocopies, and mailing expenses will be billed at cost.

Notwithstanding the language set forth in Section 3. Consideration (E), Eastern Sierra Community Housing's remuneration for program administration shall include XXX in a lump sum payment upon Inyo County's approval of the revised program guidelines, in order to support up front marketing costs.

**ATTACHMENT C**

**AGREEMENT BETWEEN COUNTY OF INYO**

**AND \_\_\_\_\_**  
**FOR THE PROVISION OF \_\_\_\_\_ SERVICES**

**TERM:**

**FROM: \_\_\_\_\_ TO: \_\_\_\_\_**

**SEE ATTACHED INSURANCE PROVISIONS**

A photograph of a living room with a stone fireplace, blue sofas, and a patterned carpet. The room is well-lit and has a warm, inviting atmosphere. The text is overlaid on the left side of the image.

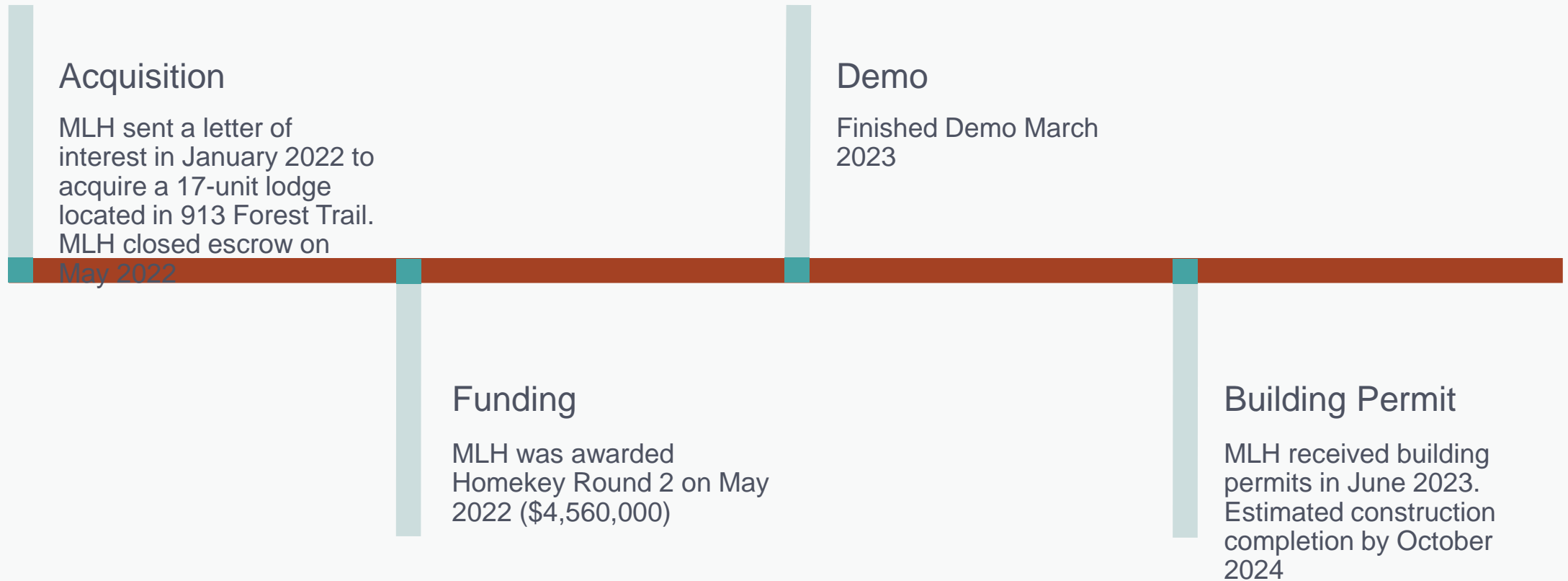
# Innsbruck Lodge Update

*Presented by: Erik Guzman*

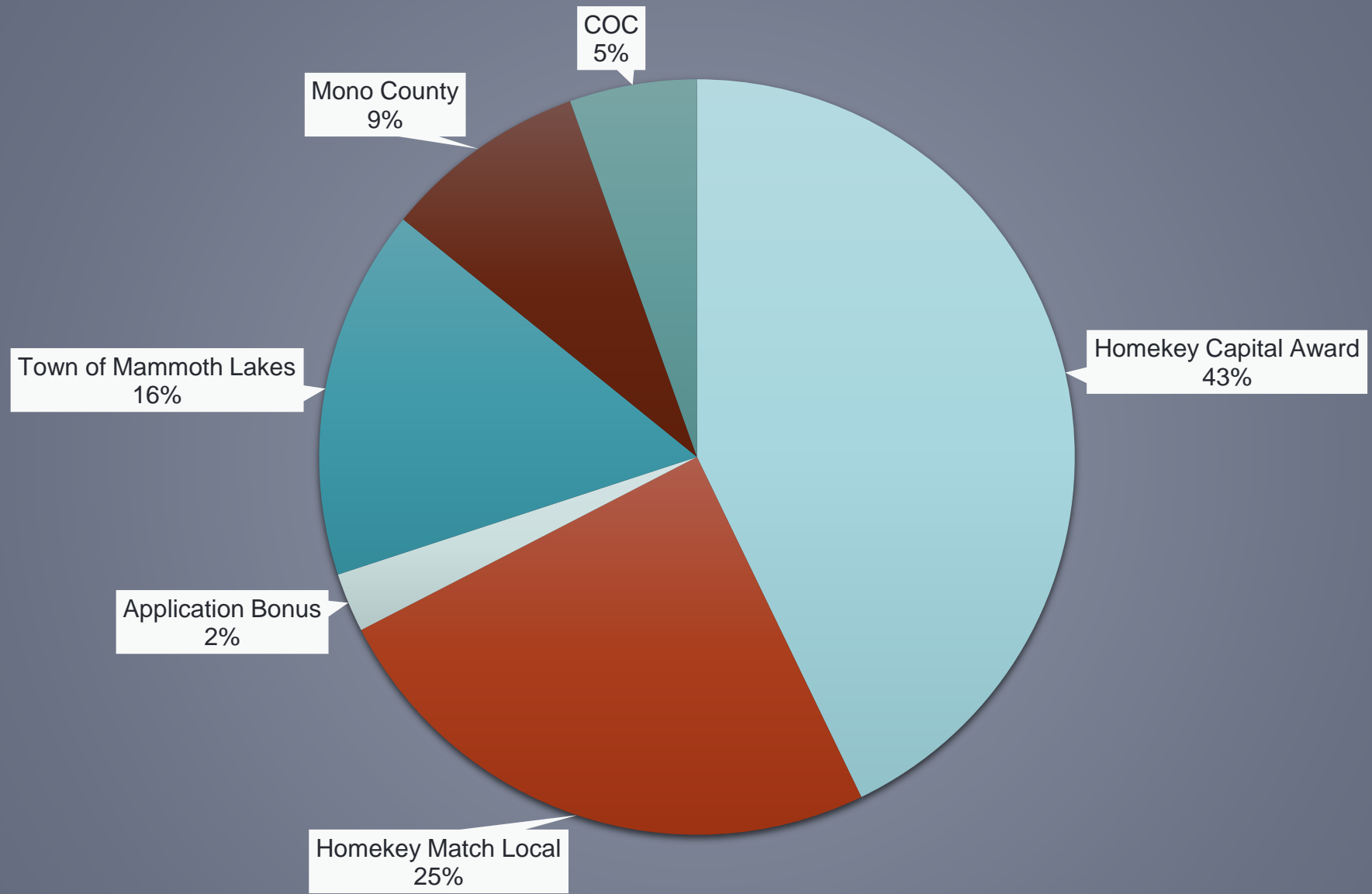
*Title: Project and Program  
Associate*

*Date: December 11, 2023*

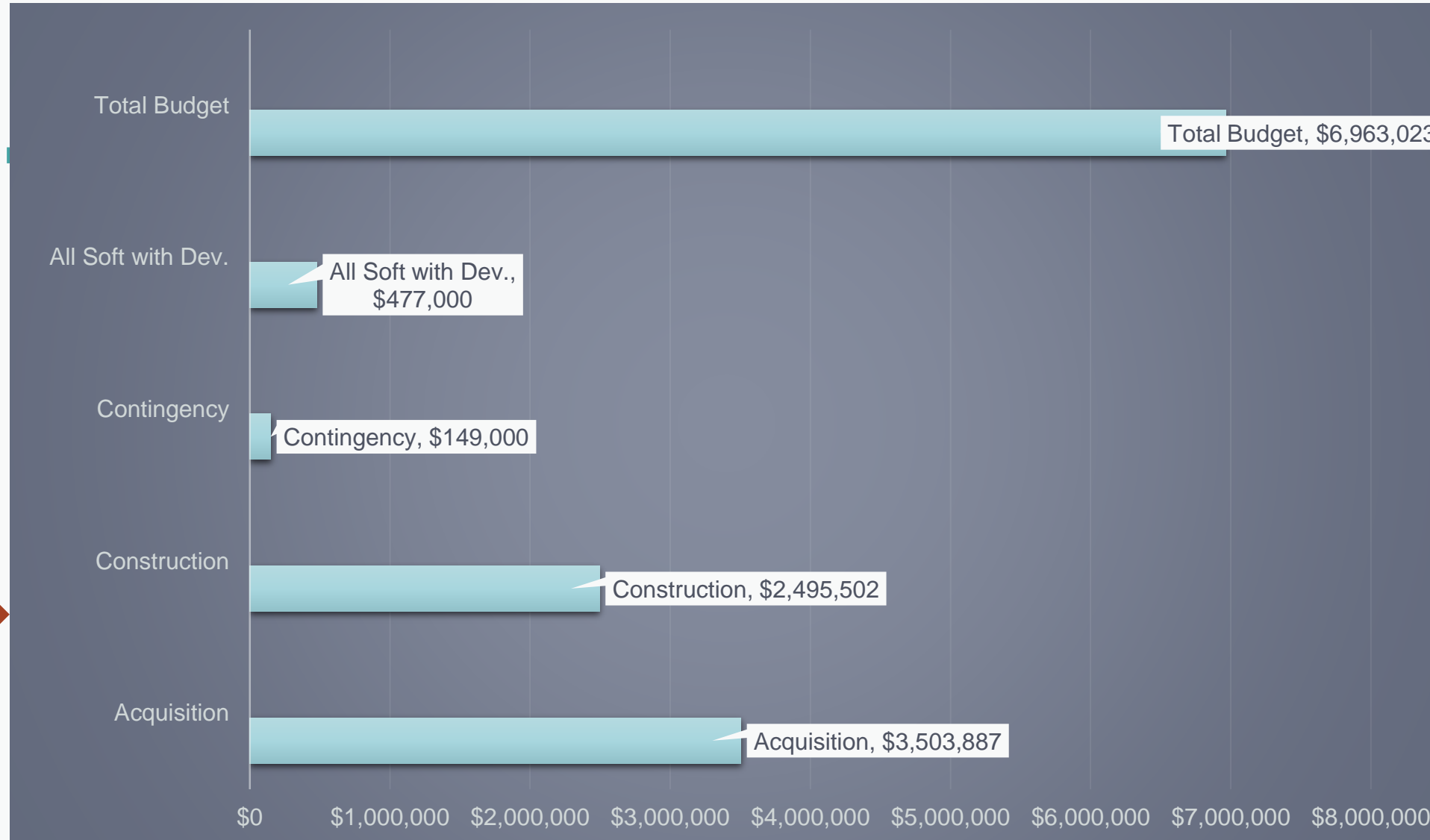
# Background



# Funding Stack

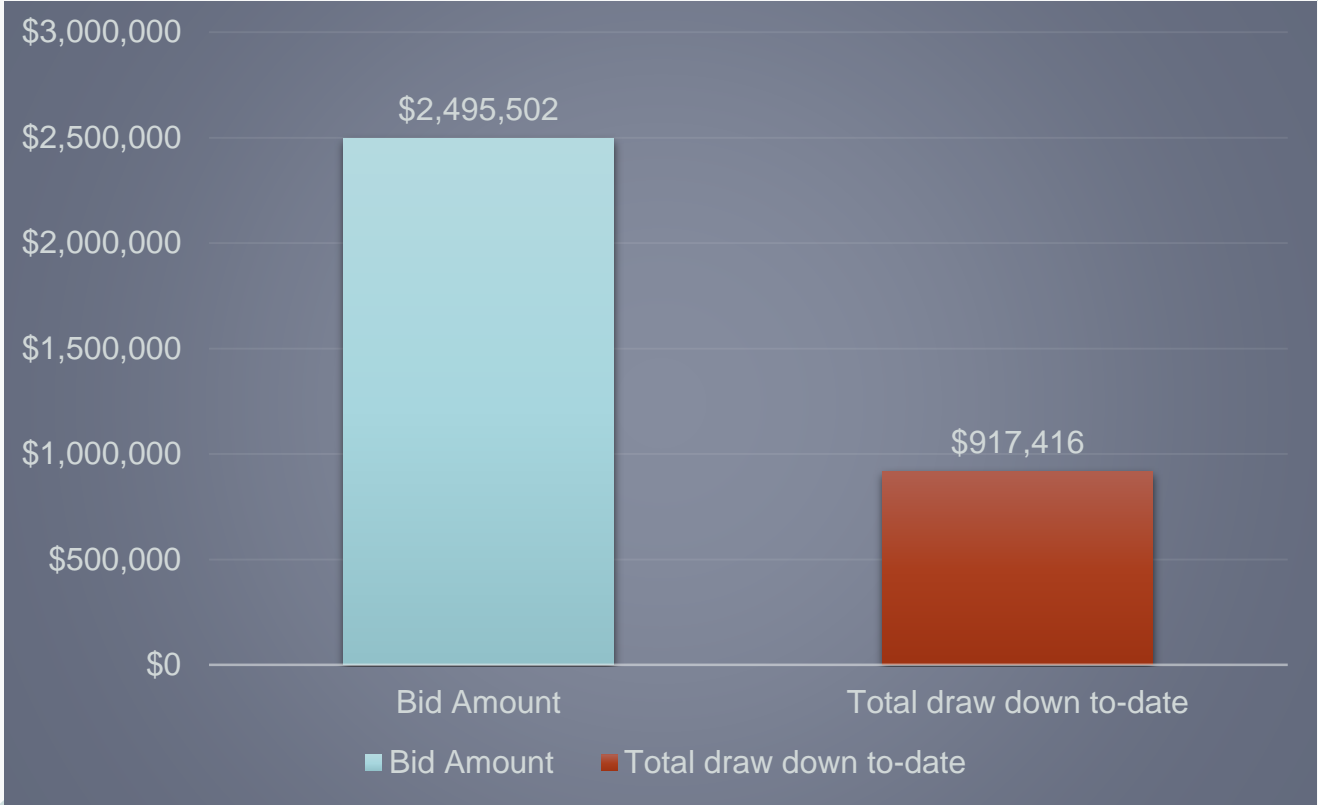


# Development Budget



Percent Spent to Date: 10%

# Construction Budget & Percent Completed



Percent Completed: 37%



# Construction Photos



**Innsbruck Lodge**



**Upper and Middle**



**Electricians**



**Managers Unit**



**HVAC System**



**Units Rehab**

# Project Update

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## Temporary Certificate of Occupancy

We will deliver 6 units (including managers unit) by March 2024

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## Occupancy

Due to electrical equipment supply chain shortage, occupancy is delayed from December 2023 to December 2024

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## Electrical

Electrical Equipment was ordered on October 2023. Expected arrival of electrical equipment July-October 2024

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## SCE

In contact with Vegetation Management/Arborist group. Tree removal in progress.. Expectancy 4-6 weeks



# Questions

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EASTERN SIERRA  
**COMMUNITY  
HOUSING**

*We support workforce housing  
for a viable economy and  
sustainable community.*

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## **STAFF REPORT**

Subject: The Board will receive an update on Access Apartments

Presented by: Patricia Robertson, Executive Director

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## **BACKGROUND**

Mammoth Lakes Housing, Inc. purchased the commercial property located at 238 Sierra Manor Road in 2017 through a partnership with the seller who made a \$50,000 land donation.

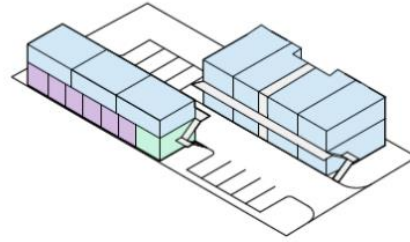


The intention is to convert the project into eleven one-bedroom apartments and six garages. Conversion of the two buildings to housing units will stay within the existing foundational footprint. The conversion will include new interior walls, plumbing, electrical, mechanical (including a new fire suppression system), secured storage and bike parking, and exterior tenant community area.

The name “Access Apartments” is derived from the fact that it is located less than a mile from a number of community resources including: transit stops, health clinic, library, grocery store, and public schools.

The scope of the project has changed slightly in recent history to currently include 2 studio apartments and 11 one-bedroom apartments. Three of the units will serve below 120% AMI, and the remaining will be below 50-60% AMI.

**PROJECT MILESTONES**



Project Milestone	Date
Acquisition	2017
Architect RPF and selection	2018
Public Design Meetings	2019
HOME application	2019
Fundraising Launch	2021
Value-engineering process	2021
Building permit approved	2021
CDBG application	2021
Fundraising, secure construction financing, explore additional funding, road show, pursue fee waivers, extend building permit, follow up with HCD on pending grant awards, etc.	2022
Public Bid Process	2023
Value-engineering process	2023
<b>FINAL FUNDING STRETCH</b>	<b>NOW</b>
Start construction	Spring 2024
<b>FINISH / OCCUPANCY</b>	<b>Fall 2025</b>

**ANALYSIS**

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

At the September 7, 2023 Board meeting, the Board of Directors directed staff to fill the final funding gap and to ask our public partners for support. To this end, staff prepared for and attended the following meetings:

- November 7 – Mono County Board of Supervisors, funded \$600,000
- November 15 – Town of Mammoth Lakes, Town Council postponed decision to 12/6
- November 27 – Town/County/ESCH coordination meeting

December 6 – Town of Mammoth Lakes, Town Council, funded \$700,000  
After the November 27 Town/County/ESCH coordination meeting, staff revised the budget, reducing the Developer Costs, the contingency, and construction loan. Staff also worked with Town staff to find additional revenue in CDBG admin fees. These efforts have resulted in the budget below.

	Budget 11/15	Budget 12/6	Difference
Land	\$1,250,000	\$1,255,374	-\$5,374
Rehab	\$6,990,860	\$6,990,871	-\$11
A&E + other soft	\$801,441	\$964,824	-\$163,383
Loan Costs	\$150,000	0	\$150,000
Insurance + Taxes	\$48,000	\$187,500	-\$139,500
Permit + DIF	\$100,000	\$175,063	-\$75,063
Reserves	\$60,000	\$60,000	\$0
Contingency	\$808,640	\$740,432	\$68,208
Developer Costs	\$814,058	\$351,000	\$463,058
TOTAL	\$11,022,999	\$10,725,064	\$297,935
Sources	\$9,630,779	\$9,905,698	\$274,919
<b>GAP</b>	<b>\$1,392,220</b>	<b>\$819,366</b>	

Access Apartments	Awarded Sources
HOME	\$3,300,000
HOME CHDO	\$100,000
HOME Extra	\$800,000
CDBG	\$2,318,486
CDBG - AD	\$472,212
CDBG - admin	\$210,000
Land Donation	\$50,000
Town of Mammoth Lakes	\$2,200,000
Mono County	\$600,000
CESH	\$60,000
Continuum of Care	\$15,000
Private Donations	\$189,000
Fee Waiver (Library)	\$20,000
Deferred Developer Fee	\$80,000
Enterprise - Section 4	\$45,000
Whole Person Care - MC	\$150,000
<b>Total Sources</b>	<b>\$10,609,698</b>

The Current Gap 12/11/23	
TDC	\$10,725,064
Sources	\$10,609,698
<b>GAP</b>	<b>\$115,366</b>

**RECOMMENDATION**

The Board should receive the update and provide feedback and/or staff direction.

Tuesday, December 5, 2023

Patricia Roberson,  
Executive Director  
Mammoth Lakes Housing, Inc.  
PO Box 260  
Mammoth Lakes, CA 93546

**Proposal for Additional Design Services, Contract Amendment #3**

**Project: Mammoth Lakes Housing  
Access Housing**

Dear Mrs. Robertson:

Please accept this document as our Fee Proposal for the addition of design services for the revisions to the approved Construction Documents for the Mammoth Lakes Access Housing Project.

In summary, due to unpredictable market conditions, bids for the project were few and well over the previous estimate and available funds. MLH has asked the design team to implement some of the earlier identified VE options, which were deemed too design-intensive or would alter the project's look in the first round of cost control exercises. Additionally, new cost-saving measures have been identified through workshops with the low-bid contractor and will be analyzed and implemented as deemed possible. The scope of work and fee proposed below is based on incorporating design changes and preparing the documents for resubmittal to the city for re-permitting to the currently adopted CBC code. A summary of design elements to be reviewed and revised as possible include:

**Scope of work includes the following:**

- Task 1 – Landscape & Civil
  - Preparation for resubmission to the Building Department
  - Review for 2022 CBC changes and update discrepancies
  - Revise site planning
    - Move trash pad to rear of lot (eliminate CMU screen)
  - Landscape
    - Move trash pad to rear of lot (eliminate CMU screen)
    - Review irrigation and planting palette for savings
  
- Task 2 – Structural
  - Preparation for resubmission to the Building Department
  - Review for 2022 CBC changes and update discrepancies
  - Reduction in framing volume & complexity
    - Revise roof framing to pre-fab truss on bearing wall
    - Eliminate as much steel as is practical
    - Reduce floor to ceiling height on second floor level



# kdA

- Reduce extent of cantilever decks, provide simple spans
  - Reduce/eliminate underpinned footings
  - Eliminate all loft & vaulted attic framing
  - Reduce and simplify light well framing
- Task 3 – Architectural & Finish Materials
    - Preparation for resubmission to the Building Department
    - Review for 2022 CBC changes and update discrepancies
    - Exterior
      - Relocate trash pad, remove CMU screen wall
      - Reduce extent of cantilever decks, provide simple span, reduce quality of finish surfaces
      - Reduce quantity of guardrail
      - Revise exterior finish materials, simplify materials / detailing
    - Interior
      - Reduce quantity of guardrail
      - Eliminate loft spaces
      - Remove Loft ladders and attic access ladders
      - Restrict light well/clearstory framing to interior (landlocked) units.
      - Reduce/eliminate vaulted ceilings
      - Add additional studio unit in building B
      - Review flooring materials
      - Delete mailbox
- Task 4 – MEP
    - Preparation for resubmission to the Building Department
    - Review for 2022 CBC changes and update discrepancies
    - Mechanical
      - Investigate alternate unit space heating system
      - Eliminate loft spaces
      - Add additional studio unit in building B
    - Plumbing
      - Investigate alternate domestic hot water system
      - Eliminate loft spaces
      - Add additional studio unit in building B
    - Electrical
      - Eliminate loft spaces
      - Add additional studio unit in building B
- Task 5 – Fire Sprinkler
    - Preparation for resubmission to the Building Department
    - Review for 2022 CBC changes and update discrepancies
    - Eliminate loft spaces
    - Add additional studio unit in building B

**Owner Responsibilities:**

- 1) Provide Project record documents and all pertinent available documentation.
- 2) Provide timely decision making on identified cost saving solutions to implement
- 3) Provide timely cost feedback at appropriate milestones to prevent re-work

**Additional/Optional Services:**

- 1) Other revisions requested by the city and/or client, attend government meetings, additional site meetings, other work requested by the client

**Project Schedule:**

We understand that the current target for permitted documents is Spring 2024. Upon approval of this Additional Services Request, it is anticipated that the revision of the drawings and formatting of the Permit Documents will take three months to update and format, depending on cost control feedback, expected city feedback, and consultants’ workloads. See attached draft schedule for a detailed timeline.

**Fixed Fee:**

The above work's proposed fee is a Lump Sum Fee of Two Hundred Twenty-Eight Thousand Three Hundred Seventy Dollars (\$228,370). It includes all reimbursable expenses identified as part of our Basic Services in the contract. Note that this amount also includes the unspent portion of Construction Administrative services still pending from the original contract.

Title	Fee	Subtotal
<b>TASK 1 – Landscape &amp; Civil</b>		
PLACE	\$ 3,200	
TRIAD & HOLMES	\$ 2,500	
	<b>Subtotal:</b>	<b>\$ 5,700</b>
<b>TASK 2 – Structural</b>		
Workpoint Engineers	\$ 25,000	
	<b>Subtotal:</b>	<b>\$ 25,000</b>
<b>TASK 3 – Arch &amp; Finish</b>		
kdA	\$ 140,270	
	<b>Subtotal:</b>	<b>\$ 140,270</b>
<b>TASK 4 – MEP VE</b>		
Novus Engineering	\$ 59,800	
	<b>Subtotal:</b>	<b>\$ 55,000</b>
<b>TASK 5 – Fire Sprinkler</b>		
SASSER	\$ 2,400	
	<b>Subtotal:</b>	<b>\$ 2,400</b>
	<b>Total Fee</b>	<b>\$ 228,370</b>

**Exclusions:**

1. Owner Responsibilities, as noted
2. Any services not listed in Scope of Services description
3. Work on buildings and site other than those described under “Project Understanding” above
4. Review of Change Order Requests resulting from Owner change

# kdA

Please inform us in writing if the above is acceptable, and we may proceed.

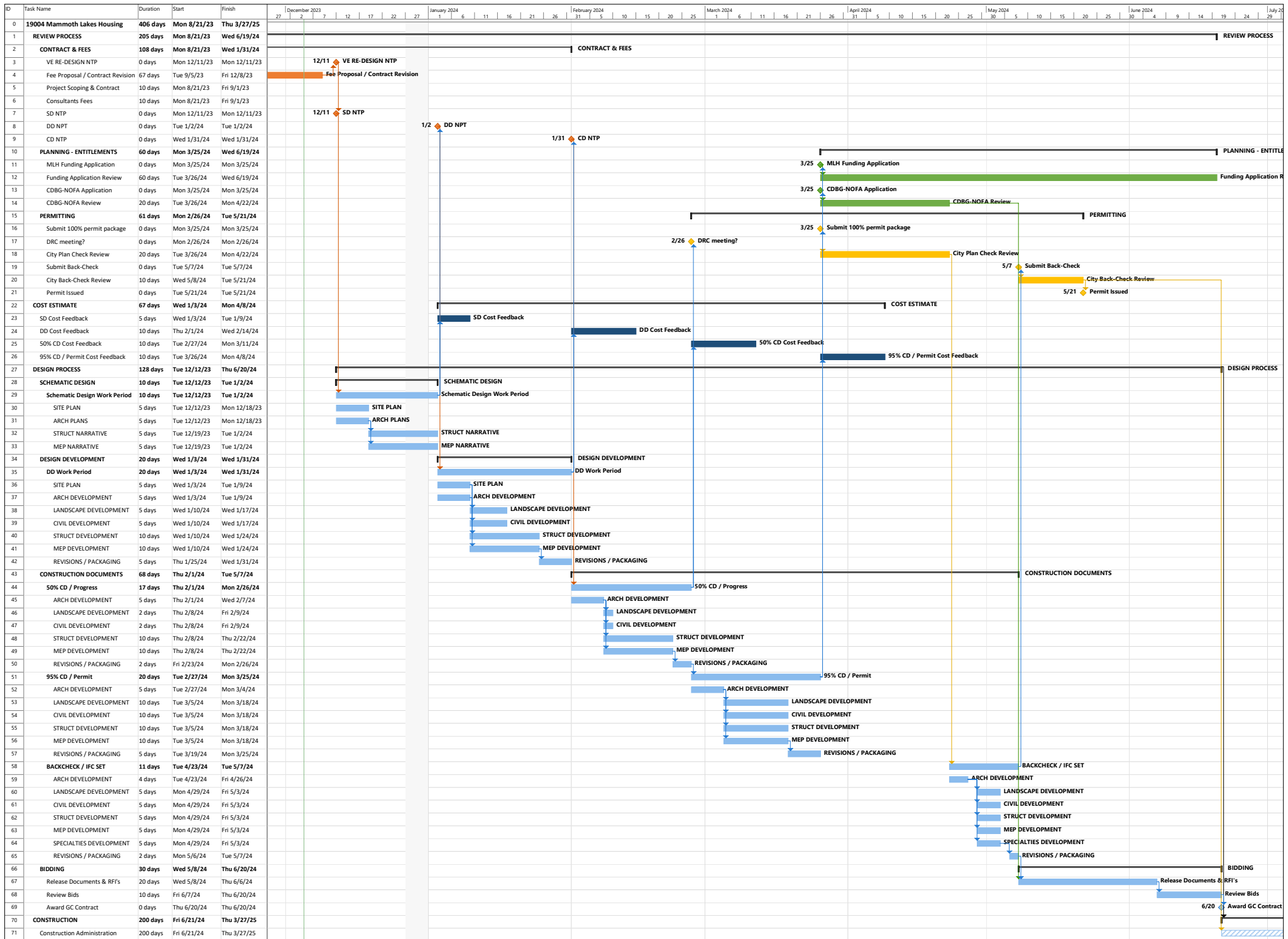
Respectfully Submitted,

Kevin Daly, FAIA  
Principal

Acceptance \_\_\_\_\_ Date \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_



## EXHIBIT A

MLH intends to utilize ***AIA Document B108-2009 Standard Form of Agreement Between Owner and Architect for a Federally funded or Federally Insured Project***, and ***AIA Document B201-2017 Standard Form of Architect's Services Design and Construction Contract*** for the contract form. Some additional specific contract language is anticipated to comply with funding sources. This additional language will include the following.

1. **ELIGIBILITY**

The Architect must certify that the Architect's firm and the firm's principals are not debarred, suspended, voluntarily excluded, or otherwise ineligible for participation in federally assisted projects to the best of their knowledge. In addition, the debarment status and professional license of prospective candidates will be checked prior to execution of any contract.

2. **NONDISCRIMINATION AND EQUAL OPPORTUNITY**

The Architect will not discriminate against any employee or applicant for employment on the basis of race, color, religion, creed, political ideas, sex, age, marital status, physical or mental disability, or national origin, and will abide by the Federal requirements set forth in 24 CFR 5.105(a),

Nondiscrimination and equal opportunity: Requirements of the Fair Housing Act [42 U.S.C. 3601-20] and Executive Orders 11063 and 12259 (regarding Equal Opportunity in Housing);

Prohibitions against discrimination on the basis of age under the Age Discrimination Act of 1975 [42 U.S.C. 6101-07];

Prohibitions against discrimination against an otherwise qualified individual with a physical or mental disability, as provided in Section 504 of the Rehabilitation Act of 1973 [42 U.S.C. 794]; and The Americans with Disabilities Act of 1990:

Executive Order 11246, as amended, regarding Equal Employment Opportunities and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.

Vietnam Era Veterans Readjustment Assistance Act of 1972, as amended.

Compliance with Non-discrimination and Other Requirements (Fair Housing and Civil Rights Laws, Affirmatively Furthering Fair Housing, Economic opportunities for Economic Opportunities for Low-and Very Low-income Persons (Section 3), Improving Access to Services for Persons with Limited English Proficiency (LEP), Accessible Technology).

Equal Access to Housing Regardless of Sexual Orientation or Gender Identity.

Ensuring the Participation of Small Disadvantaged Business, and Women-Owned Business.

Equal Participation of Faith-Based Organizations in HUD Programs and Activities.

Participation in HUD-Sponsored Program Evaluation.

Violence Against Women Act.

3. **CLEAN AIR ACT (42 U.S.C. 7401 et seq.) AND THE FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. 1251 et seq.), as amended**

Contracts and subgrants of amounts in excess of \$100,000 shall contain a provision that requires the recipient to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clear Air Act of 1970 (42 U.S.C. 1857 et seq.) and the Federal Water Pollution Control Act (33 U.S.C. 1251 et seq.) as amended. Violations shall be reported to the Federal sponsoring agency and the Regional Office of the Environmental Protection Agency

4. **OMB ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS.**

All negotiated contracts (except those of \$10,000 or less) shall include a provision to the effect that the State, the federal sponsoring agency, the Comptroller General of the United States, or any of their duly authorized representatives, shall have access to any books, documents, papers and records of the Contractor which are directly pertinent to a specific program for the purpose of making audits, examinations, excerpts and transcriptions

Drug-Free Workplace.

Safeguarding Resident/Client Files.

Compliance with the Federal Funding Accountability and Transparency Act of 2006 (Pub. L.109- 282) (Transparency Act), as amended.

Conducting Business in accordance with Ethical Standards/Code of Conduct.

#### Environmental Requirements

**5. BYRD ANTI-LOBBYING AMENDMENT (31 U.S.C. 1352)**

For all contracts of \$100,000 or more, MLH shall obtain from the contractor a certification that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Likewise, since each tier provides such certifications to the tier above it, the Contractor shall obtain such certifications in all situations in which it subcontracts to third parties in the amount \$100,000 or more.

**6. ACCESSIBILITY REQUIREMENTS**

All design specifications for the construction of any building shall comply with the applicable accessibility requirements of the Fair Housing Amendments Act of 1988 (Fair Housing Act); the Uniform Federal Accessibility Standards adopted by HUD in 24 CFR Part 8 (implements Section 504 of the Rehabilitation Act of 1973); the accessibility requirements of the Americans with Disabilities Act, together with any additional accessibility features in excess of the aforementioned requirements as directed by Accessible Space, Inc.

MENEMSHASOLUTIONS.COM

September , 2023

Patricia Robertson  
Executive Director  
Mammoth Lakes Housing Inc.  
587 Old Mammoth Road, Suite #4  
Mammoth Lakes, CA 93546

RE: Preconstruction Services

Dear Patricia,

We appreciate the opportunity to provide preconstruction services for the referenced project. We look forward to working with you to establish and achieve the target construction value. The following is our Preconstruction Services Fee Proposal

**Total Preconstruction Services Fee** **\$ 25,360**

**Scope of Services:**

- Participate in meetings with owner and design team.
- Provide pre-permit analysis and budgeting.
- Provide final contract pricing for owner approval.
- Provide VE analysis and reporting (if required)
- Refine schedule in conjunction with project budget and project planning.
- Provide material procurement analysis and planning.

**Deliverables will include the following:**

Deliverables will include the following:

- Detailed budget(s) design development and construction docs. Budgets to include breakdown and list of assumptions and clarifications.
- Subcontractor bid solicitation at construction documents stage to create construction proposal for owner approval.
- Detailed CPM schedule and updates. Schedule to include preconstruction and construction activities and critical milestone dates.
- Constructability analysis at key project junctures
- Value engineering and recommendation report if necessary
- Proposal for construction and owner approval

**Assumptions & Clarifications**

- Exploratory demo and outside consultants are not included.
- Design fees not included (see architectural proposal)
- Permit fees are not included.



Additional services will be billed on a time and material basis per the attached rate sheet.

If our construction proposal is accepted and a construction contract signed, we will credit 50% of the preconstruction fee. We look forward to working with you. If you have any questions, or need clarifications, please contact me at (805) 698-2840.

Sincerely,



Arlan Schipper  
Construction Executive  
Menemsha Solutions  
(805) 698-2840  
[aschipper@menemshasolutions.com](mailto:aschipper@menemshasolutions.com)

## Preconstruction Services Estimate

Designation	Hourly Rate	Hours	Total
Construction Executive (s)	\$ 190	60	No Charge
Estimator	\$ 150	120	\$ 18,000
Project Manager	\$ 120	48	\$ 5,760
Project Superintendent	\$ 100	16	\$ 1,600
Bid Coordinator	\$ 50	16	No Charge
Project Engineer/Administration	\$ 80	16	No Charge
Total hrs		276	
<b>Total Preconstruction Services</b>			<b>\$ 25,360</b>
<b>Projected construction budget</b>			<b>\$ 7,000,000</b>
			0.36%
<b>Please note the following:</b>			
*Estimated timeframe for scope of services - October 2023 through January 2024			
*The following are not included			
Exploratory demo.			
Subcontractors, consultants. Scope and cost TBD			
Design and/or permit fees			



EASTERN SIERRA  
**COMMUNITY  
HOUSING**

*We support workforce housing  
for a viable economy and  
sustainable community.*

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## **STAFF REPORT**

Subject: The Board will receive an update regarding accounting and financial services.

Presented by: Patricia Robertson, Executive Director

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## **BACKGROUND**

Eastern Sierra Community Housing has historically used an in-house bookkeeper and an off-site accountant for financial services. Our independent annual audit is completed by another party and is not part of this analysis.

The Grant & Financial Associate traditionally performed bookkeeping services. The staff person previously in this role went down to hourly and has been continuing to do the bookkeeping only. The position was then filled by our former intern but without the bookkeeping component, renamed as the Program & Project Associate.

Recently, both our accountant and bookkeeper have decided to leave us after many years, for various reasons including retirement. This staff report contains information and due diligence on options to fill these critical components of the work that we do.

There is an additional need to move our Quickbooks files to the online version. Desktop software will no longer be supported, and the online version will allow us to open as many company files as we need, as our organization grows and new properties/LLCs come online. As we secure more grants, including Federal awards through the Continuum of Care and the HUD Section 4 program, precise expenditure tracking and time-keeping are going to become increasingly important.

The current transition of our financial support system is an opportunity for the organization to reflect on technical improvements that will enhance staff efficiency and accuracy, accessibility of data, and provide a solid infrastructure for future growth and leadership transitions.

**ANALYSIS**

<b>What services do these roles provide?</b>		
	<i>Roles</i>	<i>Cost FY 22-23</i>
Bookkeeper	<ul style="list-style-type: none"> <li>-Write checks to pay bills, out of the appropriate company file and codes them correctly</li> <li>-Deposits income to bank accounts</li> <li>-Enters liability amounts into third party systems</li> <li>-Creates invoices for accounts receivable</li> </ul>	<p>\$16,800 per year</p> <p>\$35/hour</p> <p>10-12 hours/week</p>
Accountant	<ul style="list-style-type: none"> <li>-Monthly reconciliation of bank accounts to make sure the bank records match the QuickBooks files</li> <li>-Enters Budget into QuickBooks</li> <li>-Produces quarterly financial statements in coordination with Executive Director</li> <li>-Coordinates with the auditor</li> <li>-Produces annual tax returns for each company/LLC</li> <li>-Assists with ACH liability payments when there are issues</li> </ul>	<p>\$9,786 per year</p> <p>\$85/hour</p> <p>6.5 hours/month</p>

<b>Alternatives</b>		
<i>Role</i>	<i>Notes</i>	<i>Estimated Cost</i>
Hire a local bookkeeper	<p>Have not been able to find a bookkeeper that is taking on new clients full-time. Identified one local bookkeeper who may be able to help with catch-up, special projects (help move to online QuickBooks, set up automations), monthly clean-up and possibly reports. We would still need to process AP/checks in-house.</p> <p>There may also be a local accountant willing to do the taxes (pending).</p>	\$35/hour
Hire through the Temp Agency	May or may not be available.	Wage starts at \$45/hour plus agency fees
Train internally	There is some limited staff capacity for administrative tasks; however, the ED would need to train and manage, and address staff turnover.	
Automate some bookkeeping tasks utilizing a system like Bill.com	Will integrate with Quickbooks for communicating expenses paid from each company file. Staff will need to scan invoices into the system for payment (there is capacity to support automation). Authorization requests to pay bills will be sent via email, and approving parties will login to their account to view and approve payments. No more paper checks unless needed.	~\$6,928 per year
Hire a 3 <sup>rd</sup> party accounting firm specializing in nonprofits	Comprehensive financial support for the ED as the organization grows and the financials become more complicated. Help with catch-up items (start-up). Monthly financial reports. Assistance changing over to QuickBooks online and integrating Bill.com. Annual support through audit and FY close-out items. Recommendations for financial and policy improvements.	<p>Start-up \$6,318-7,683</p> <p>Monthly \$2,170-4,340</p> <p>Annual Services \$2,460-5,460</p>

	Staff accountant rate: \$115/hour, Associate \$195, Manager \$245	
--	---	--

**OPTIONS**

OPTION 1		
Role	Notes	Estimated Cost
Automate AP with Bill.com	ED oversight Staff, some admin to scan invoices and confirm accuracy Allows various approvers Allows for minimal staff time to process, and automates so that staff turnover will not severely impact the system	~\$6,928 per year
Hire Your Part-Time Controller for hourly, nonprofit accounting services	Comprehensive financial support for the ED as the organization grows and the financials become more complicated.  Real-time, monthly reconciliations and reports means better budget tracking, transparency, and financial control.  No contract, only paid for hours utilized.	Start-up (one time) \$6,318-7,683  ~\$43,020 mid-range estimate
Taxes	Hire a local CPA to prepare the tax returns for all companies/LLCs	~\$2,000
<b>Total annual cost</b>		<b>\$58,246</b>

OPTION 2		
Role	Notes	Estimated Cost
Automate AP with Bill.com	ED oversight Staff, some admin to scan invoices Still allows 2 approvers Allows for minimal staff time to process, and automates so that staff turnover will not severely impact payments	~\$6,928 per year
Hire local bookkeeper to catch us up	Gives us time to review more options. Available for special projects (catch up, possibly transitioning to online Quickbooks, etc.). May be able to provide ongoing monthly reconciliation, financial reports, etc. but TBD. Unknown efficiency and ongoing availability.	\$35/hour
Consider YPTC and budget sources	The benefit is that they only charge for the hours they spend on our account. There is no contract. They offered to give the Board a presentation of their services if that is of interest.	TBD
Taxes	Hire a local CPA to prepare the tax returns for all companies/LLCs	~\$2,000
<b>Total annual cost</b>		<b>TBD</b>

**BUDGET**

	Accounting Professional Services	Bookkeeper Payroll	Total
Budgeted	\$20,000	\$17,400	\$37,400
Remaining	\$10,800	\$12,675	\$28,200

**ATTACHMENTS**

1. Your Part Time Controller proposal



**JOSEPH KENNEDY  
MANAGER**

**YPTC**  
YOUR PART-TIME CONTROLLER, LLC

**PHONE**  
(267) 869-0089

**E-MAIL**  
JOSEPH.KENNEDY@YPTC.COM

# SERVICE OVERVIEW AND PROPOSAL



**MAMMOTH LAKES HOUSING,  
INC**

**YOUR  
PART-TIME  
CONTROLLER®**

The NONPROFIT accounting specialists™

# TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
INTRODUCTION.....	3
PROJECT SUMMARY.....	4
FEE OVERVIEW .....	5
START-UP SERVICES .....	6
ONGOING SERVICES.....	9
ANNUAL SERVICES .....	11
FEE SUMMARY.....	12
NEXT STEPS.....	13
YOUR YPTC TEAM.....	14
ABOUT YPTC .....	16



FOCUS



GOAL-SETTING



TEAMWORK



EXPERTISE





# INTRODUCTION

**October 30, 2023**

**Dear Patricia,**

It was a pleasure meeting with you to discuss your organization's needs in the finance department. Thank you for inviting Your Part-Time Controller, LLC (YPTC) to submit this proposal to Mammoth Lakes Housing, Inc.

Your part time bookkeeper and accountant are retiring. You are looking for a firm that can review your accounting system to ensure you are set up with the most efficient and effective systems that are scalable for the future and provide timely and accurate financial information you need to make decisions for the organization and be a thought partner working with you.

Helping nonprofits reach these goals is exactly what we do! We would love the opportunity to partner with you and further your work.

If this proposal is acceptable, please let me know, and I will forward an engagement letter to you for your signature. Once we receive the signed engagement letter, we will begin our staffing process and schedule a start date.

Sincerely,

**Joseph Kennedy**  
**Manager**

Patricia Robertson  
Executive Director

**Mammoth Lakes  
Housing, Inc**  
587 Old Mammoth Rd.  
# 4  
PO Box 260  
Mammoth Lakes, CA  
93546

**REGARDING:**  
Proposal to Provide  
Part-Time Accounting  
and Financial Services



# PROJECT SUMMARY

## GOALS

- **ASSESS** and **REFINE** policies, procedures, and internal controls
- **REVIEW** and **REFINE** your accounting structure
- **REVIEW** and **REFINE** existing month-end closing process
- **DEVELOP** a monthly reporting package
- **DEVELOP** a formal month end close process, reconciliation schedules, and checklist
- **TRANSITION** accounting activities from in-house accounting resource
- **PROVIDE** accurate and timely financial information to management
- **MANAGE** transaction and payroll data entry and processing
- **ASSIST** with budget preparation, annual audit, and IRS Form 990

**WE WILL CONTINUE** to apprise you of accounting changes and ensure your organization is prepared and has implemented these changes in a timely fashion.

**WE UNDERSTAND** that our work and the organization's priorities may change over time; we are completely flexible with any changes. Further, as we perform our work, we will communicate our findings/observations and our recommendations for long-term solutions.

**ABOVE ALL**, our goal is to support you and the organization to ensure that everyone can sleep at night.



COMMUNICATION



FLEXIBILITY



SOLUTIONS



SUPPORT



# FEE OVERVIEW

## ABOUT OUR FEES

- **OUR FEE ESTIMATES** are based on a typical workday of seven hours
- **THE ESTIMATE OF TIME NEEDED** is always difficult to predict since it largely depends on the condition of your accounting records and the availability and experience level of in-staff resources
- **WE BILL ONLY FOR TIME WORKED**, so if our time runs less than what we have estimated, you will pay only for the time we work
- **WE WILL KEEP YOU INFORMED** of our progress and clear with you in advance, any need for additional time

## HOURLY RATES

- **OUR ASSOCIATE RATE** is \$195 per hour\*
- **OUR MANAGER RATE** is \$245 per hour\*
- **OUR STAFF ACCOUNTANT RATE** is \$115 per hour\*

*\*Rates Valid Up to 60 Days After the Date of this Proposal*

### OUR ENGAGEMENTS ARE TOTALLY OPEN-ENDED.

This means you may cancel our services at any time for any reason. Of course, it is our expectation that you will be so happy with our services that this will never happen!



INFORMED



TAILORED



TRANSPARENT



OPEN-ENDED

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**CONTROLLER®**

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# START-UP SERVICES

## TRANSITION TIME WITH OUTGOING STAFF:

- **REVIEW** all systems/procedures used for processing payables, billing, contributions, receivables, deposits, payroll, and cash management
- **RECOMMEND** changes to strengthening internal controls, improve efficiency, and implement best practices
- **ASSIST** with change implementation, upon approval
- **COMPILE/UPDATE** accounting policies and procedures manual

## REVIEW ACCOUNTING STRUCTURE:

- **REVIEW** your current chart-of-accounts and use of segments/classes/project codes in QuickBooks Desktop
- **RECOMMEND** accounting structure changes considering desired budget categories and financial statement format

## REVIEW FINANCIAL REPORTS:

- **REVIEW** your current financial reporting suite and **DISCUSS** informational needs with management
- **SUGGEST** changes to content and format to include and highlight information that is important to management, e.g. dashboards or infographics
- **RECOMMEND** revisions to accounting system to align with required financial reporting data dimensions
- **RECOMMENDED REPORTS** within our financial package generally include a Memo, Statement of Financial Position, Statement of Activities, Cash Flow Statement and/or Rolling Cash Forecast, and customized supplemental schedules/graphs/charts to enhance the reader's understanding of the organization's financial position

## REVIEW MONTH END CLOSE:

- **GAIN** understanding of current time to close and overarching close process, including



ANALYZE



REVISE



ENHANCE



IMPLEMENT



information/submissions required from departments outside of finance and accounting

- **SUGGEST** process improvements to reduce time to close, through best use of technology and process optimization
- **REVIEW** monthly close reconciliations
- **UPDATE** format of monthly close reconciliations, as necessary

#### **SET UP MONTHLY CLOSE:**

- **PREPARE** reconciliation schedules for all balance sheet accounts
- **CREATE** a month-end closing calendar to coordinate with reporting needs

#### **SET UP FINANCIAL REPORTS:**

- **DISCUSS** reporting/informational needs with management and other key stakeholders
- **PROPOSE** content and format to highlight information that is important to management, e.g. dashboards or infographics
- **RECOMMENDED REPORTS** within our financial package generally include a Memo, Statement of Financial Position, Statement of Activities, Cash Flow Statement and/or Rolling Cash Forecast, customized supplemental schedules/graphs/charts

#### **POLICIES AND PROCEDURES**

- **REVIEW** current policies, procedures, and internal controls documentation
- **MEET** with management and team to gain a thorough understanding of how transactions are processed
- **PROVIDE** suggestions for process, procedural, and internal control improvements



# FEE ESTIMATE (ONE-TIME)

**START-UP SERVICES**  
Associate/Manager

4.5 - 5.5  
Days

\$6,318 - \$7,683

**START-UP SERVICES**  
TOTAL

\$6,318 - \$7,683



# ONGOING SERVICES

## TRANSACTIONAL SERVICES:

- **ENTER** transactions with appropriate allocation for all revenues and expenses
- **PERFORM** accounts payable cycle and maintain AP subledger
- **PERFORM** accounts receivable and deposits cycle and maintain AR subledger
- **PROCESS** electronic bill payment
- **PROCESS** and **SUBMIT** payroll data
- **PERFORM** bank reconciliations
- **PREPARE** 1099 reporting

## CONTROLLER SERVICES:

- **PERFORM** bank reconciliations
- **REVIEW** transactions for completeness, accuracy, and compliance with US GAAP
- **PERFORM** month-end close and balance sheet reconciliations
- **PRODUCE** a monthly financial reporting package
- **PERFORM** an analysis of financial reports, cash flow planning, and forecasting
- **PRESENT** the analysis with a memo and data visualizations of financial activity
- **PRESENT** financial reports to management, finance committee, and/or board
- **PROVIDE** ongoing process improvements and follow best practices

## CFO SERVICES:

- **DISCUSS** and **PREPARE** forecasting and budgeting
- **ANALYZE** cash flow and strategize for fluctuations
- **PROVIDE** continued financial process and technology improvements
- **PREPARE** customized dashboards and KPI reporting



MANAGE



PROVIDE



PROGRESS



IMPROVE



- CONTINUED strategic financial thought partnership with management, finance committee, and/or board

## FEE ESTIMATE (MONTHLY)

<b>ONGOING SERVICES</b> Associate	1 - 2 Days	\$1,365 - \$2,730
<b>ONGOING SERVICES</b> Staff Accountant	1 - 2 Days	\$805 - \$1,610
<b>ONGOING SERVICES</b> TOTAL		\$2,170 - \$4,340





# ANNUAL SERVICES

- **PREPARE** year-end financials
- **FACILITATE** the audit preparation process, including completion of audit deliverables
- **ADDRESS** auditor questions and follow up
- **PREPARE** 990 information for submission to your CPA firm
- **ASSIST** with your annual budget process

## FEE ESTIMATE (ANNUALLY)

<b>ANNUAL SERVICES</b> Associate	2 - 4 Days	\$2,730 - \$5,460
<b>ANNUAL SERVICES</b> TOTAL		\$2,730 - \$5,460



PREPARE



REVIEW



UPDATE



ASSIST



# FEE SUMMARY

## TOTAL FEES

HERE IS A BRIEF OVERVIEW of each total fee estimate covered in the scope of services section.

<b>START-UP SERVICES TOTAL</b>	\$6,318 - \$7,683
<b>ONGOING MONTHLY SERVICES TOTAL</b>	\$2,170 - \$4,340
<b>ANNUAL SERVICES TOTAL</b>	\$2,730 - \$5,460

We will bill for out-of-pocket expenses at cost. Should we need to travel more than 30 miles to your location at your request, we will bill for direct travel costs and travel time which will be billed to you at 50% of our hourly billing rate. We will also charge a per diem of \$75/day per YPTC staff member to cover meals and other incidentals if an overnight stay is required.



TRANSPARENCY



CLARITY



INTEGRITY



TRANSFORMATION

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# NEXT STEPS

## ENGAGEMENT LETTER

**REQUEST** and **SIGN** the YPTC Engagement Letter.

Once we receive a signed Engagement Letter, we will assign your team and schedule our first meeting.

## KICK-OFF MEETING

**REVIEW** initial scope of work and current priorities

**INTRODUCE** YPTC team and gain access to accounting and filing systems

**ESTABLISH** schedule

**UNDERSTAND** assistance with your annual budget process

**UNDERSTAND** key financial dates/deadlines

## WORKPLAN

**OUR PRIORITIES** as we begin our work with Mammoth Lakes Housing, Inc are listed above in the Scope of Services.

We will create a formal work plan with a timeline and use this project management tool to communicate our work and progress.

We understand that our work and the organization's priorities may change over time; we are completely flexible with any changes.

Further, as we perform our work, we will communicate our findings/ observations and our recommendations for long-term solutions.



SCOPE OF WORK AND PRIORITIES



MEET THE YPTC TEAM AND GAIN ACCESS



ESTABLISH SCHEDULE



UNDERSTAND FLOW AND KEY DEADLINES

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# YOUR YPTC TEAM



**ANGELA COAXUM**

**REGIONAL DIRECTOR**  
YPTC REMOTE SERVICES

**ANGELA COAXUM, CPA**, has over 30 years of experience in nonprofit accounting and joined YPTC in 2009. She worked as an Associate and Manager in the Philadelphia market before her promotion to Regional Director overseeing our National Remote Services. Prior to joining YPTC, Angela worked for Ernst & Young as a Senior Manager and relocated to Delaware where she joined the Catholic Healthcare Audit Network serving as an Internal Audit Director. Angela has a passion for working with healthcare and nonprofit organizations.



You're not hiring one of us—  
**you're hiring all of us.**

-WILLIAM (BILL) SCHWAB, MANAGER AND DEPT. LEADER  
YPTC DATA VISUALIZATION GROUP



EXPERIENCED



STRUCTURED



QUALIFIED



DEDICATED

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**PART-TIME**  
**CONTROLLER®**

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# MANAGER

**EACH CLIENT** is assigned a Manager to ensure your financial management needs are being met, plus provide an additional YPTC person familiar with your needs, issues, and circumstances. This helps us to ensure greater continuity and coverage for you.

# ASSOCIATE

**THE YPTC ASSOCIATE** will be your primary point of contact and will perform the work we outlined above. Our Associates are highly qualified and ready to serve you. Many of our Associates are CPAs and/or MBAs, many have a public accounting background, and most have years of controllership/CFO experience.

# STAFF ACCOUNTANT

We will also assign a **STAFF ACCOUNTANT** to process transactions under the direction of our Associate. Our Staff Accountants are degreed with at least three years of related experience.

**IN ADDITION** to your assigned Associate and Manager, you will have access to the experience and resources of over **600 staff members** within our firm.



# ABOUT YPTC

## OUR FIRM

**FOUNDED IN 1993 BY ERIC FRAINT**, Your Part-Time Controller, LLC, has a growing national presence since first launching in Philadelphia. With over 600 staff members and multiple offices across the country, we focus exclusively on helping nonprofit organizations with their bookkeeping, accounting, financial reporting, and financial management. Although we may sound like a big company, we take pride in delivering very personalized services customized for each client.

## OUR APPROACH

**WHETHER WE PERFORM OUR WORK** onsite at your place of business or remotely, we will develop a mutually beneficial partnership. Regular interactions with your staff encourage opportunities for relationship building and trust. We become part of your team, available to answer your questions, at your schedule, and are directly invested in the success of your nonprofit organization. We customize our services to your unique organizational needs. Whether we work with you one day a month or several days a week, we are there for you – and with you.



They're not the only company that provides this service. But what sets them apart and makes them unique is their openness, their **ADAPTABILITY**, and their **ACCESSIBILITY**. They're **PERSONABLE**. They really have the organization's mission at the core of what they do. It's more than just providing day-to-day financial information.

**-SANDRA TOUISSANT, PRESIDENT AND CEO**  
UNITED WAY OF GREATER MERCER COUNTY



## OUR CULTURE



**WE FOSTER**  
A Culture of Trust



**WE PROVIDE**  
A Culture of Support



**WE ENCOURAGE**  
A Culture of Education



**WE CHAMPION**  
A Culture of Integrity



**WE VALUE**  
A Culture of Equity



**WE ENJOY**  
A Culture of Community



**WE BUILD**  
A Culture of Strong Relationships



The **NONPROFIT** accounting specialists™





EASTERN SIERRA  
**COMMUNITY  
HOUSING**

*We support workforce housing  
for a viable economy and  
sustainable community.*

---

## **STAFF REPORT**

Subject: MLH Programs Update

Date: October-November

Presented by: Erik Guzman-Rangel, Program & Project Associate  
Patricia Robertson, Executive Director

---

## **RENTAL PROGRAMS**

### **Rental Unit Turnover:**

- No unit turnover
- Coordinating with new onsite management for Buckingham

### **Waitlist Management:**

- 187 Households
- 519 individuals (including 234 children under 18)
- 26% are households of 2
- 70% are households of 1, 2, 3
- 47% have income below 50% AMI

## **HOMELESS INTERVENTION & HOUSING NAVIGATION:**

### **Housing Navigators:**

- DEI Update: Olya
- Business outreach
- Mono County Dept. meeting
- Alpine County Dept. meeting and in-person visit
- Building Housing Database with partners
- Participating on COC policies and procedures subcommittee
- Coordinate with Anthem on 25K Donation for Access
- Listening Booth
- Submitted 2 grant apps for Rental Assistance at Innsbruck

### **Coordinated Entry**

- 40 households entered into coordinated entry by MLH staff
- Currently 273 clients in Coordinate Entry System
  - 189 Households
  - Working to transfer all clients to the SPDAT system

**Transitional Housing**

- Birch Creek – No changes since last report
  - Currently occupied
  - Capital Reserve used (\$5,200)
  - Capital Reserve balance \$24,800
    - Needed repairs
  - Working on a new lease agreement
  - \$5K To MLH for Operating Reserve from Mono County
  - Working to get tenant into permanent housing

**OWNERSHIP PROGRAMS**

**Homeownership updates**

- E-301 in Escrow @ 150% AMI
  - Repairs completed

**Deed Restriction Retention & Land Trust Expansion – Town of Mammoth Lakes Bridge Program**

- Annual Monitoring
  - 81% Submitted
  - 2 active compliance cases

**Homeownership Waitlist**

<u>Applicants</u>	<u>HH Size</u>	<u>Income Levels</u>	<u>Process</u>
1	6	80%	On the Waiting List
2	1	80%	On the Waiting List
3	1	80%	On the Waiting List
4	3	120%	On the Waiting List
5	4	120%	On the Waiting List
6	3	80%	On the Waiting List
7	1	150%	On the Waiting List
8	1	120%	On the Waiting List
9	1	120%	On the Waiting List
10	2	150%	On the Waiting List
11	1	150%	Pending Documents
12	2	120%	Pending Documents
13	1	150%	Pending Documents
14	2	120%	Pending Documents
15	2	80%	Pending Documents
16	1	120%	Pending Documents
17	1	80%	Pending Documents
18	1	150%	Pending Documents
19	3	150%	Pending Documents
20	4	150%	Pending Documents

\*6 HH at 80% AMI, 7 HH at 120% AMI, 7 HH at 150% AMI



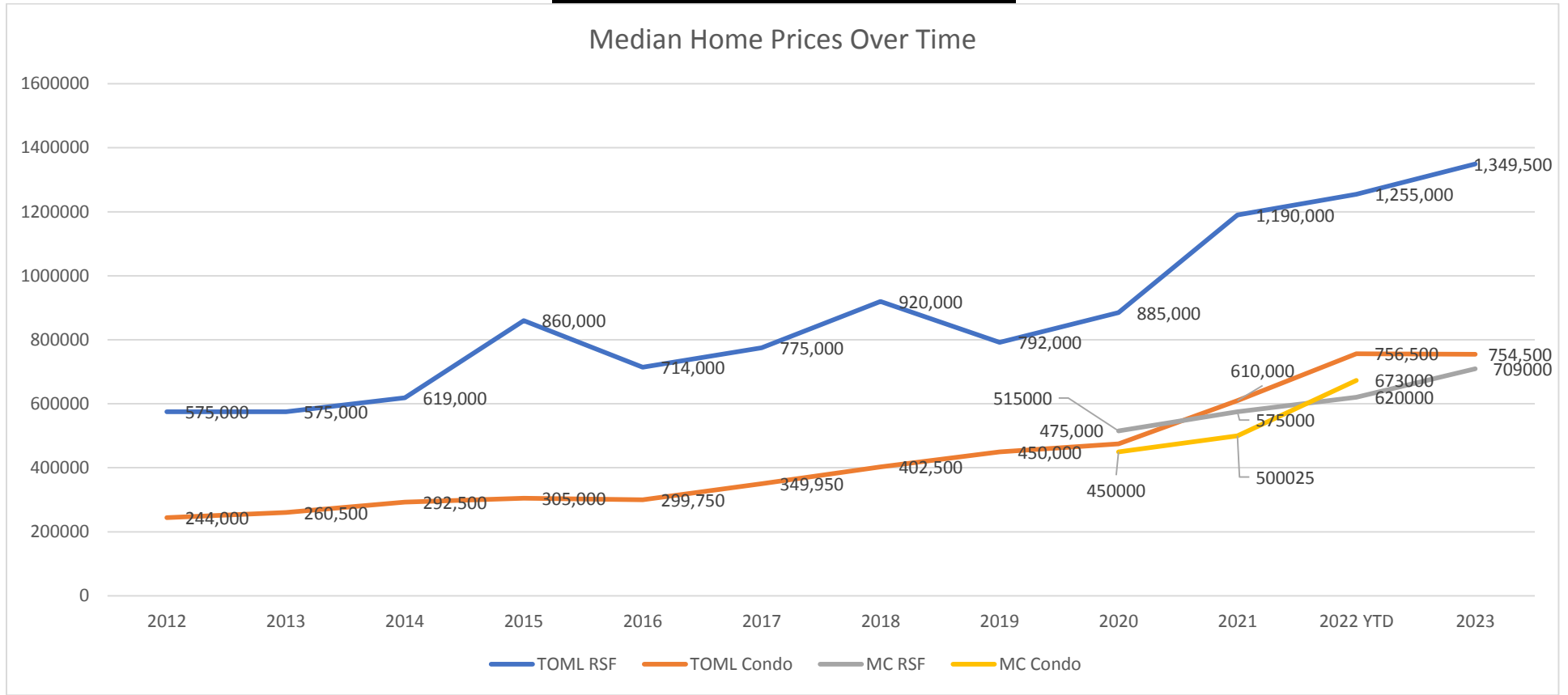
**Mortgage Assistance Programs**

Jurisdiction	Funding Source	AMI	~ Funds Available	Notes
Town	CDBG	80%	\$530,000	<i>Available to use</i>
Town	HOME Reuse	80%	~ \$100,000	<b>FROZEN BY STATE</b>
Mono County	HOME	80%	~ \$455,800	<b>FROZEN BY STATE</b> <b>- Extended</b>
MLH – Mono County + Town	CalHome	80%	~ \$881,000 funds available	Program Guidelines approved by HCD on 02/2023  Available for: <ul style="list-style-type: none"> <li>• Mortgage Assistance</li> <li>• Rehab</li> </ul> ADU Loans
Town	PHLA	120%		<i>Waiting for Guidelines</i>
Town	BEGIN Reuse	120%	~ \$0	Available at Specific Complexes
Mono County	Local	120%		<i>Pending Approval &amp; Guidelines</i>

**State Income Levels – Current (06/15/2023)**

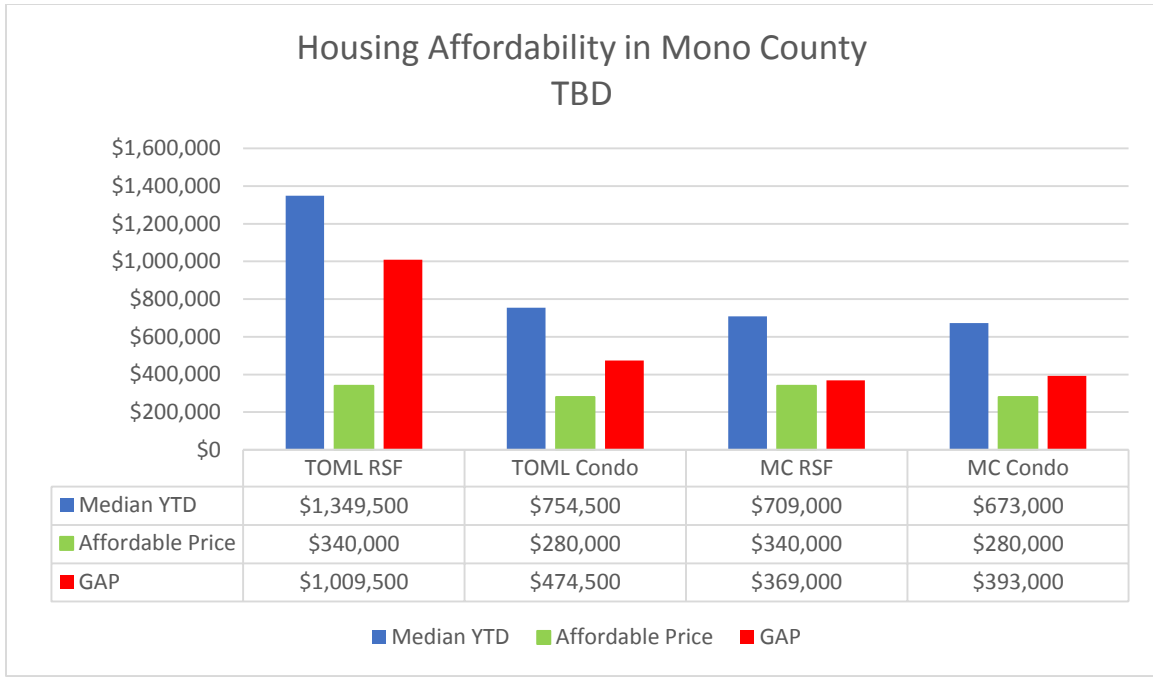
	1 HH	2 HH	3 HH	4 HH
80% AMI	\$47,600	\$54,400	\$61,200	\$68,000
100% AMI	\$67,050	\$76,650	\$86,200	\$95,800
120% AMI	\$80,450	\$91,950	\$103,450	\$114,950

**MEDIAN HOME PRICES- Not up to date**



\*MC RSF numbers do not include manufactured homes. If included, it drops the median price YTD.

% INCREASE OVER 2022			
MC Condo up	TBD	Town Condo down	TBD
MC RSF up	TBD	Town RSF up	TBD



\*Assumptions: 6.8% interest, \$400 personal debt, \$700 HOA, 5% down (with PMI);  
120% AMI household of 4 (TBD)

## **PROJECTS**

### **1. Innsbruck Lodge (Project Homekey)**

- a. Demolition completed
- b. Weekly calls between MLH staff, GC, PM, and Architects
- c. Building permit approved
- d. Property Management research/meetings
- e. Request for TCO Submitted to Town

### **2. Access Apartments**

- a. HOME - \$3.4M
- b. CDBG - \$3M
- c. Town - \$1.5M + 700,000
- d. Up to date fundraising - \$185,000
- e. Whole Person Care – Mono County
- f. Value Engineering (saving of about \$1M)

### **3. Valley Apartments**

- a. Escrow extended 1 year
- b. Waiting for next PRP NOFA
- c. Coordinating with financial consultant for application support
- d. Environmental Phase 1 updated
- e. Coordinating with Stanislaus Housing Authority on Section 8 vouchers

### **4. Glass Mountain Apartments**

- a. Letter of intent signed by both parties

**5. Silverpeaks**

- a. SuperNOFA not awarded
- b. Pursuing Affordable Housing & Sustainable Communities grant
- c. Receiving TA from CCRH
- d. Meeting with ESTA complete
- e. Continuous meetings with the City of Bishop, Visionary, etc.

**Work Items Completed**

- Regular grant reporting - complete
- Snow removal
  - Grant received from Town
- Staff attended Frontline Customer Service Workshop

**Work Items Currently Ongoing**

- Annual waitlist letter sent out
- Internal process improvements
  - Internal goal Setting
  - Staff evaluations
- Projects (Innsbruck, Access, Valley, Silverpeaks)
- Bridge Program – handful of units in various stages, no MLH units owned at this time
- Fundraising
- Tenant Relation and Asset Management
- Strategic Plan Update
- Insurance Renewals
- Annual welfare exemptions
- On-Going Partnerships:
  - Inyo County ADU/rehab program update
  - RCAC Homeownership Counseling Plan
- Foreclosure Intervention Housing Preservation Program (FIHPP)
  - Training/TA/Resources to a cohort of community-based developers, to prepare them to leverage this opportunity.
  - FIHPP will provide approximately \$375 million in grants and loans to nonprofits to acquire, rehabilitate and preserve affordable housing in foreclosure or at risk of foreclosure.
  - Monthly meeting as well as TA sessions
  - Project applications due in Winter/Spring 2023-24.
- Rebranding

**Upcoming Work Program Items**

- Inyo County Rehab Program (PHLA)
- Patricia - Broker's License = 9 courses, 45 hours each
  - 4 courses completed
- Erik – Homeownership
  - Finish Housing Counseling Certification
  - HUD Counselor Test
- CalCORE Virtual Training/TA/Resources
  - Erik will attend the In-Person Convening Feb. 21<sup>st</sup>-23<sup>rd</sup>
- Neighborworks Virtual Training Oct. 2-6
- Rural Housing Summit Nov. 1-3