



# EASTERN SIERRA COMMUNITY HOUSING

FORMERLY



MAMMOTH LAKES HOUSING, INC.

## Eastern Sierra Community Housing Board Agenda

Wednesday, March 27, 2024, 6:00 p.m.

437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members of the Board

President Tom Hodges, Vice President Lindsay Barksdale, Treasurer Sarah Nuttall, Board Member Kirk Stapp, Board Member Jennifer Kreitz, Board Member Tony Perkins, Board Member Heidi Steenstra, Board Member Brian D'Andrea, 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 January 8, 2024 Regular Board Meeting**

**4. Policy Matters**

**4.1 Consider the adoption of Resolution 24-01 Recognizing former President Kirk Stapp**

**4.2 Consider additional appointment of Jennifer Kreitz to the Diversity, Equity, and Inclusion Ad Hoc Committee**

**4.3 Consider the adoption of Resolution 24-02 establishing the Partnership Discovery in Unincorporated Mono County Ad Hoc Committee**

**4.4 Consider appointments to the Partnership Discovery in Unincorporated Mono County Ad Hoc Committee**

**4.5 Consider adoption of the updated 2024 Strategic Plan**

**4.6 Consider adoption of Resolution 24-03 authorizing Mammoth Lakes Housing (Eastern Sierra Community Housing) to submit a Portfolio Reinvestment Program grant through the California State Department of Housing & Community Development  
in an amount not to exceed \$6,000,000**

**4.7 Consider adoption of Resolution 24-04 authorizing Valley Apartments Affordable Housing LLC to submit a Portfolio Reinvestment Program grant through the CA State Department of Housing & Community Development in an amount not to exceed \$6,000,000**

**4.8 The Board will receive an update on the organization's current construction projects: Innsbruck Lodge and Access Apartments**

**4.9 MLH Programs Update**

5. **Committee Reports**
6. **Board Member Reports**
7. **Closed Session**
  - 7.1 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.
8. **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**
9. **Adjourn**



EASTERN SIERRA  
**COMMUNITY HOUSING**

FORMERLY



**Eastern Sierra Community Housing Board**  
**Regular Meeting Minutes**

**January 8, 2024, 6:00 p.m.**  
**437 Old Mammoth Road, Suite Z, Mammoth Lakes**

Members Present: President Kirk Stapp, Vice President Tom Hodges, Board Member Jennifer Kreitz, Board Member Tony Perkins, Board Member Brian D'Andrea, Board Member Sarah Nuttall, Board Member Amanda Rice

Members Absent: Treasurer Lindsay Barksdale, Board Member Heidi Steenstra

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**1. Call to Order**

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

**2. Public Comments**

Field Representative for California State Senator Marie Alvarado-Gil District 4 Heidi Mayerhofer introduced herself and said that their office was interested in all

things housing and that they wanted to make themselves available to ESCH in whatever way they may be helpful to their project.

**3. Consent Agenda**

Moved by Board Member Amanda Rice  
Seconded by Vice President Tom Hodges

Approve the Consent Agenda.

For (6): President Kirk Stapp, Vice President Tom Hodges, Board Member Jennifer Kreitz, Board Member Brian D'Andrea, Board Member Sarah Nuttall, and Board Member Amanda Rice

Absent (3): Treasurer Lindsay Barksdale, Board Member Tony Perkins, and Board Member Heidi Steenstra

Carried (6 to 0)

**3.1 Approval of the Minutes from the December 11, 2023 Regular Board Meeting**

**4. Policy Matters**

**4.1 The Board will elect a new President.**

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

Ms. Robertson said that the appointment of officers would be effective at the next meeting.

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

Moved by Board Member Jennifer Kreitz  
Seconded by Board Member Amanda Rice

Appoint Tom Hodges as President of the Eastern Sierra Housing Community Board.

For (6): President Kirk Stapp, Vice President Tom Hodges, Board Member Jennifer Kreitz, Board Member Brian D'Andrea, Board Member Sarah Nuttall, and Board Member Amanda Rice

Absent (3): Treasurer Lindsay Barksdale, Board Member Tony Perkins, and Board Member Heidi Steenstra

Carried (6 to 0)

#### **4.2 The Board will elect a new Vice President.**

Board Member Tony Perkins joined the meeting at 6:09 p.m.

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

Moved by Board Member Sarah Nuttall

Seconded by Board Member Jennifer Kreitz

Appoint Lindsay Barksdale as Vice President of the Eastern Sierra Community Housing Board.

For (7): President Kirk Stapp, Vice President Tom Hodges, Board Member Jennifer Kreitz, Board Member Tony Perkins, Board Member Brian D'Andrea, Board Member Sarah Nuttall, and Board Member Amanda Rice

Absent (2): Treasurer Lindsay Barksdale, and Board Member Heidi Steenstra

Carried (7 to 0)

#### **4.3 The Board will elect a new Treasurer.**

There was discussion among members of the Board.

Moved by Vice President Tom Hodges

Seconded by Board Member Amanda Rice

Appoint Sarah Nuttall as Treasurer of the Eastern Sierra Community Housing Board.

For (7): President Kirk Stapp, Vice President Tom Hodges, Board Member Jennifer Kreitz, Board Member Tony Perkins, Board Member Brian D'Andrea, Board Member Sarah Nuttall, and Board Member Amanda Rice

Absent (2): Treasurer Lindsay Barksdale, and Board Member Heidi Steenstra

Carried (7 to 0)

**4.4 The Board will receive a draft of the 2024 Strategic Plan and provide feedback.**

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

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

Staff was given direction to incorporate the Board's feedback into the Strategic Plan and bring it back at the next meeting for adoption.

**4.5 Approve Agreement between the Town of Mammoth Lakes and Mammoth Lakes Housing to provide \$2.2 Million in funding for Access Apartments Project.**

Executive Director Patricia Robertson outlined the information in the Town of Mammoth Lakes (TOML) and MLH Agreement for Funding Support of the Access Apartments.

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

Moved by Board Member Amanda Rice

Seconded by Board Member Jennifer Kreitz

Approve the Agreement between the Town of Mammoth Lakes and Mammoth Lakes Housing to provide \$2.2 Million in funding for Access Apartments Project.

For (7): President Kirk Stapp, Vice President Tom Hodges, Board Member Jennifer Kreitz, Board Member Tony Perkins, Board Member Brian D'Andrea, Board Member Sarah Nuttall, and Board Member Amanda Rice

Absent (2): Treasurer Lindsay Barksdale, and Board Member Heidi Steenstra

Carried (7 to 0)

**4.6 The Board will receive an analysis of options for partnering on housing solutions in the unincorporated area of Mono County.**

Executive Director Patricia Robertson outlined the information in the staff report. Ms. Robertson introduced Paul McFarland with the Mono Basin Housing Working Group.

Mr. McFarland spoke about the desire for enhanced capacity to protect the existing stock of housing in the unincorporated areas of Mono County and to get people into those homes. He said that he wanted to kick off a conversation as to how to start this without the Mono Basin Housing Working Group being duplicative in their efforts. He discussed the possibility of forming a separate entity to move forward with raising funds that was not in competition with ESCH to purchase homes in some type of housing trust model or try to fast track a Bridge Program at the County level.

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

Staff was given direction to work with ESCH's Legal Counsel to explore creation of an hoc committee to work with the Mono Basin Housing Working Group.

**4.7 The Board will consider the merits of a partnership with CardConnect's Chipin program to accept a portion of credit card processing fees from local participating businesses on an ongoing basis.**

Executive Director Patricia Robertson outlined the information in the staff report. Ms. Robertson introduced Chip In/Card Connect East Valley Co-Founder/Chief Executive Officer Gregg Garfield.

Board Member Brian D'Andrea left the meeting at 8:35 p.m.

Mr. Garfield spoke about the history of the Chip In/Card Connect program and how it had been used so far in our community and outlined the information in the Card Connect PowerPoint presentation.

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

Staff was given direction to move forward with a partnership with Card Connect.

**4.8 The Board will receive research on State and local requirements for ADU/JADUs.**

Executive Director Patricia Robertson and Housing Navigator Olya Egorov outlined the information in the staff report and thanked Matt Scott for his assistance with preparation of this item.

TOML Acting Community and Economic Development Director Nolan Bobroff provided additional information regarding Accessory Dwelling Units (ADUs) and Junior Accessory Dwelling Units (JADUs) .

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

**4.9 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.**

Executive Director Patricia Robertson reported that Inyo County requested that this item be pulled from the agenda until further revisions had been made to the Permanent Local Housing Allocation (PHLA) contract.

**4.10 The Board will receive an update on the Innsbruck Lodge Project Homekey conversion.**

Program and Project Associate Erik Guzman-Rangel and Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between staff and members of the Board.

**4.11 The Board will receive an update on the Access Apartments project.**

Program and Project Associate Erik Guzman-Rangel and Executive Director Patricia Robertson outlined the information in the staff report.

There was discussion between staff and members of the Board.

**4.12 MLH Programs Update.**

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

There was discussion between staff and members of the Board.

**5. CLOSED SESSION**

This item was continued to the next meeting.

**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.**

This item was continued to the next meeting.

**7. Board Member Reports**

Board Member Amanda Rice reported that there was a Short Term Rental Advisory Committee meeting scheduled to be held on January 11th at 5:00 p.m. in Suite Z.

Vice Chair Tom Hodges announced that the new Chair 16 at the Mountain had opened.

Board Member Jennifer Kreitz reported that the Mono County Board of Supervisors would discuss funding sources for affordable housing at their meeting on the 16th.

President Kirk Stapp reiterated that his Homeowners Association (HOA) was having difficulty finding employees.

There was discussion among members of the Board.

**8. Adjourn**

The meeting was adjourned at 9:27 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.

RESOLUTION No. 24-01

A RESOLUTION OF THE BOARD OF DIRECTORS OF EASTERN SIERRA COMMUNITY HOUSING (MAMMOTH LAKES HOUSING, INC.) RECOGNIZING THE COMMUNITY DEDICATION OF FORMER PRESIDENT, KIRK STAPP

WHEREAS, former President Kirk Stapp has been a dedicated and proactive community member for more than forty years, serving on the Mammoth Lakes Town Council for numerous terms; and

WHEREAS, at the turn of the century, Kirk Stapp and a handful of dedicated community advocates had the foresight to recognize the ongoing need for affordable housing in our community and drafted a tax measure to support ongoing funding for housing, which passed by a vote of the people; and

WHEREAS, Mammoth Lakes Housing, Inc., a nonprofit housing development organization, was formed to utilize the tax funding, developer mitigation requirements, grants, etc. to create affordable housing for the critical workforce; and

WHEREAS, Kirk Stapp served as the President of this organization for more than twenty years during which he chaired hundreds of meetings and signed thousands of checks in support of our work; and

WHEREAS, through his steadfast leadership the organization developed 82 affordable rental homes, 48 ownership homes, deployed millions of dollars in down payment assistance, and currently has 29 rental homes in construction; and

WHEREAS, the Board of Directors further recognizes other significant contributions of Kirk Stapp including, but not limited to, his career as a teacher in Mammoth Lakes schools, his service to our country in the Vietnam War as a decorated Purple Heart recipient, author of multiple books, and so much more; and

WHEREAS, Kirk maintains an unwavering commitment to social justice and compassion for his neighbors, friends, colleagues, and fellow community members regardless of their race, religion, language, or socio-economic status.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of Eastern Sierra Community Housing (Mammoth Lakes Housing, Inc.) hereby make official recognition of Kirk Stapp's long and devoted service and extend this statement of appreciation for his many contributions to the communities of the Eastern Sierra.

PASSED AND ADOPTED this 27<sup>th</sup> day of MARCH, 2024.

AYES: \_\_\_\_\_ NAYS: \_\_\_\_\_ ABSTAIN: \_\_\_\_\_ ABSENT: \_\_\_\_\_

\_\_\_\_\_  
Tom Hodges, President

ATTEST:

\_\_\_\_\_  
Patricia Robertson, Secretary



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

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## **STAFF REPORT**

Subject: The Board of Directors will consider the appointment of Board member Jennifer Kreitz to the Diversity, Equity, and Inclusion Committee

Presented by: Olya Egorov, Housing Navigator

Approved by: Patricia Robertson, Executive Director

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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. 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. Due to the pandemic, staff capacity, and Board turnover, the Committee ceased regular meetings. The DEI Committee is governed by the rules of the Brown Act public meeting requirements as outlined in Resolution 19-01.

In December 2023, staff requested consideration of appointments to revive the DEI Committee. At that time, one Board member was appointed by the Board of Directors.

## **NOMINATION**

Jennifer Kreitz currently serves as the District 1 representative on the Mono County Board of Supervisors, directing county investments in community programs and assets, including housing. She represents the designated seat for Mono County on the Eastern Sierra Community Housing Board of Directors. Jennifer and her family have lived in Mono County for over twenty years where she has worked and volunteered at the Mono County libraries and Mammoth Lakes Housing.

## **NEXT STEPS**

1. The Board of Directors shall consider the appointment of Jennifer Kreitz to the Committee through a motion and a vote.
2. If applicable, the Board of Directors shall appoint other members to join the Committee through a motion and a vote.
3. Staff lead Olya Egorov will schedule the first meeting of the DEI Committee in April or May. For questions or comments, please contact Olya at [olya@eschousing.org](mailto:olya@eschousing.org).

## **RECOMMENDATION**

The Board of Directors should consider and vote upon the nomination of Jennifer Kreitz to the DEI Committee. The Board should provide additional staff direction as necessary.

RESOLUTION No. 24-02

A RESOLUTION OF THE BOARD OF DIRECTORS OF EASTERN SIERRA COMMUNITY HOUSING (MAMMOTH LAKES HOUSING) APPROVING THE CREATION OF THE FOLLOWING AD-HOC COMMITTEE: PARTNERSHIP DISCOVERY IN UNINCORPORATED MONO COUNTY

WHEREAS, Eastern Sierra Community Housing, is a California nonprofit public benefit corporation (the "Corporation") formed to provide affordable workforce housing in the eastern Sierra region of California; and

WHEREAS, the Corporation's governing board participated in a thorough strategic planning process in 2019 as well as a facilitated update in 2023, with the intent to adopt an updated strategic plan in 2024, all of which guide the Corporation's work; and

WHEREAS, the Corporation recently undertook an extensive rebranding initiative to draw in regional strategic partners for housing solutions; and

WHEREAS, under Section 5.9 of the Corporation's bylaws, the Board of Directors of the Corporation (the "Board") may, by resolution, designate one or more committees, each consisting of two (2) or more directors, to serve at the pleasure of the Board; and

WHEREAS, the Corporation intends to establish one (1) new advisory ad-hoc committee to help complete the work involved in achieving the strategic priority program areas outlined in the Strategic Plan; and

WHEREAS, the role of this temporary committee is to explore opportunities for partnerships in housing solutions in the unincorporated regions of Mono County. The committee will research a variety of options and present related recommendations to the Board of Directors; and

WHEREAS, the Corporation intends to request that the Board of Directors appoint, two (2) or more Board directors, but less than a quorum of Board directors (5), to represent the Corporation on the Partnership Discovery in Unincorporated Mono County Committee. This committee may also include members of the public with relevant skills and experience related to the task at hand and to represent constituents of the community, as appropriate. Any members of the public that are nominated to serve on the committee will be confirmed by a vote of the Board of Directors; and

WHEREAS, the Corporation will convene the committee meetings in accordance with the Corporation's bylaws, meetings of temporary ad-hoc committees made up of less than a quorum of the Governing Board are not subject to the Brown Act; and

WHEREAS, the Corporation intends to disband the ad-hoc Partnership Discovery in Unincorporated Mono County Committee once the research and recommendations have been presented to the Board, and the Board agrees that the work program is complete.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of Eastern Sierra Community Housing hereby creates an ad-hoc Partnership Discovery in Unincorporated Mono County Committee for the purpose of researching potential partnerships and relationship structures to collectively pursue housing solutions in the unincorporated communities of Mono County.

PASSED AND ADOPTED this 27<sup>th</sup> day of MARCH, 2024.

AYES: \_\_\_\_\_ NAYS: \_\_\_\_\_ ABSTAIN: \_\_\_\_\_ ABSENT: \_\_\_\_\_

\_\_\_\_\_  
Tom Hodges, President

ATTEST:

\_\_\_\_\_  
Patricia Robertson, Secretary



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## **STAFF REPORT**

Subject: The Board of Directors will consider appointments to the Partnership Discovery in Unincorporated Mono County Committee

Presented by: Patricia Robertson, Executive Director

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## **BACKGROUND**

With the formation of the ad-hoc Partnership Discovery in Unincorporated Mono County Committee through Resolution 24-02, the Board should appoint at least two Directors to represent the Organization.

As an ad-hoc committee, in accordance with the organization's bylaws, meetings are not subject to the Brown Act. The committee has a specific purpose and will be disbanded once the task is completed and presented to the Board of Directors for consideration.

Members of the public are able to be nominated to serve on the Committee, especially if they bring skills, experience, representation, etc. relevant to the mission of the Committee. Public nominations are listed below.

## **NOMINATIONS**

### **Paul McFarland**

Paul makes his home in Lee Vining with his wife and three kids. He hopes to see future generations continue to make homes and establish meaningful livelihoods in vibrant communities across Mono County. Once election results are certified, Paul will assume office as the District 3 representative on the Mono County Board of Supervisors in January 2025.

### **Elin Ljung**

Elin has worked in the Mono Basin and lived in various Eastern Sierra communities since 2005. She would like to work toward a future that better combines our tourism-based economy with affordable and stable housing for local residents.

### **Jake Suppa**

Jake is interested in developing a variety of ways for our gateway community to find regenerative means of housing development. He grew up throughout Eastern Sierra communities, and is now raising his family in the Mono Basin, building a farm-stay and market garden with a farm employee ADU. He currently works as a substitute teacher for ESUSD and as a Trustee for the

Mono County Office of Education. He participates in the Mono Basin Regional Planning Advisory Committee (RPAC) and the housing committee. As a former Mono County employee, he has knowledge of municipal code requirements, housing studies, State Regional Housing Needs Assessment (RHNA), and more. He has a broad understanding of how our community fabric is organized and managed by federal, state, and local policies.

**NEXT STEPS**

1. The Board of Directors shall appoint Board members to join the Committee through a motion and a vote.
2. The Board of Directors may accept or nominate public volunteers to join the Committee.
3. Olya Egorov will schedule the first meeting of the DEI Committee in the coming months.

For questions or comments, please contact Olya at [olya@eschousing.org](mailto:olya@eschousing.org) or 760-934-4740.

**RECOMMENDATION**

The Board of Directors shall make a motion and vote to approve the nominations and provide additional staff direction as necessary.



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## **STAFF REPORT**

Subject: The Board of Directors will provide feedback and consider approval of the 2024-2027 Strategic Plan

Prepared by: Olya Egorov, Housing Navigator

Presented by: Patricia Robertson, Executive Director

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## **BACKGROUND**

In July 2023, Eastern Sierra Community Housing, formerly known as Mammoth Lakes Housing, hosted its three-year Strategic Planning session with the Board of Directors and staff to update 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.

Staff presented the first version of the 2024-2027 Strategic Plan in December 2023. Since December, staff has incorporated Board and stakeholder feedback and performed a thorough review of the document.

## **NEXT STEPS**

1. Consider approval of the 2024 Strategic Plan

## **RECOMMENDATION**

The Board of Directors should review and adopt the 2024 Strategic Plan via a motion and a vote and provide additional staff direction as necessary.

## **ATTACHMENTS**

1. 2024-2027 Strategic Plan



EASTERN SIERRA  
**COMMUNITY HOUSING**

FORMERLY



# STRATEGIC PLAN

JANUARY 2024 – DECEMBER 2026



**COMMUNITIES IN THE EASTERN SIERRA THRIVE  
BECAUSE EVERYONE HAS ACCESS TO SAFE,  
AFFORDABLE, QUALITY HOUSING.**

## GRATITUDE

### Our Board of Directors

Kirk Stapp, Founding Member and President

Tom Hodges, Vice President

Lindsay Barksdale, Treasurer

Jennifer Kreitz

Tony Perkins

Brian D'Andrea

Heidi Steenstra

Sarah Nuttall

Amanda Rice

### Our Staff

Patricia Robertson, Executive Director

Erik Guzman, Program & Project Associate

Diane Doonan, Grant & Financial Associate

Isaura Ocampo, Housing Navigator

Olya Egorov, Housing Navigator

### Agnew Beck Consulting

Seana Doherty, Senior Manager.

### Our Partners

Alpine, Inyo, and Mono counties; Town of Mammoth Lakes; City of Bishop;

Eastern Sierra Continuum of Care;

California Coalition for Rural Housing;

Rural Community Assistance

Corporation; Wild Iris Family Counseling & Crisis Center; Mammoth Mountain Ski

Area; Alterra Mountain Company Community Foundation; Century Housing Corporation; Mammoth Lakes Chamber of Commerce; DeChambeau Creek Foundation.



*And all of those who served before them and helped shape this organization to positively influence the lives of our community members.*

## LAND ACKNOWLEDGEMENT

Eastern Sierra Community Housing recognizes and respects Indigenous Peoples as the traditional and ongoing stewards of this land – and all the land where we recreate, develop, thrive, steward, and protect – and the enduring relationship that exists between Indigenous Peoples and their traditional territories.

*This Land Acknowledgement is part of ongoing efforts to include tribal nations.*

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# INTRODUCTION

## The Purpose

The 2024 Strategic Plan is a roadmap that will drive the decision-making of the Board of Directors and staff over the next three (3) years. The Strategic Plan describes the organization’s achievements and opportunities, goals of the Board of Directors, and the background and context of our work environment. This Strategic Plan gives direction to staff through specific action items and establishes the framework for Eastern Sierra Community Housing to achieve its mission.

The Strategic Plan will be used on an annual basis to guide the annual work plan and budget.

## FOUNDATIONAL ELEMENTS

### Vision

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

### Mission

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

## Articles of Incorporation

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

## Adoption by the Board of Directors

The 2024 Strategic Plan was adopted by the Eastern Sierra Community Housing Board of Directors on **Month DD, 2024**.

# OVERVIEW

## About

Eastern Sierra Community Housing is a 501(c)3 State-certified Community Housing Development Organization that has over twenty (20) years of experience serving the rural communities of Inyo, Mono, and Alpine counties. Since our inception, we have initiated a comprehensive regional approach to grow and sustain community housing projects and programs through our collaborative public-private partnerships.

We maintain a nine (9)-member Board of Directors whose expertise in property management, recreation and tourism, small business and entrepreneurship, landscape architecture, and community development guides the organization’s investments and activities. Our bylaws require at least one-third low-income representation, while no more than one-third may be public officials or employees. This ensures that our most vulnerable community members are represented. All our Board of Directors volunteer their time and represent the public and private sectors of our region, providing the institutional and expert knowledge that drives our organization.

## Organizational Structure

Eastern Sierra Community Housing is a 501(c)3 nonprofit organization, allowing us to receive charitable donations, such as cash and personal or real property. This designation gives private donors the opportunity to give back to community housing projects, while also making us eligible for state and federal grant funding.

Our real estate brokerage allows us to pair clients with homeownership opportunities, provide local land trust stewardship, and facilitate property management services in-house.

We are the only State-certified Community Housing Development Organization in the region, which gives us a competitive advantage for funding. This achievement fosters community trust and requires low-income representation in our organizational structure, ensuring that our programs meet community needs.



### Highlights

Since 2019, Eastern Sierra Community Housing has propelled two housing projects through the financing stage, poised to deliver sixteen apartments in 2024 and an additional thirteen units in 2025. One of these projects – the first of its kind in the service area – utilizes the regional Coordinated Entry System for tenant selection, prioritizing households experiencing or at-risk of homelessness. These housing developments sparked an unprecedented fundraising campaign that raised approximately \$200,000 and received more than \$10 million in State/Federal grant funding. Recently, we also began working on a nineteen (19)-unit preservation project in the City of Bishop, joined a seventy-two (72)-unit Low Income Housing Tax Credit project as the local nonprofit partner, initiated housing opportunity roundtables in Alpine County, and preserved the only transitional housing unit in the service area. In our twenty (20) years of community service, we have leveraged more than \$60 million towards housing programs and projects in the Eastern Sierra.



## OPPORTUNITIES AND CHALLENGES

Eastern Sierra Community Housing serves the tri-county service area of Alpine, Inyo, and Mono counties in the isolated, mountainous region of California. This region, regarded as the Eastern Sierra, is one of California's most beloved recreational areas in proximity to Yosemite National Park, Inyo National Forest, and Toiyabe National Forest. The closest big city is Reno, Nevada located approximately one-hundred-seventy (170) miles north of Mammoth Lakes, California. The region is home to the smallest populations by County in all of California and to the nation's most iconic ski resorts, including Kirkwood Ski Resort, Mammoth Mountain Ski Area, and June Mountain Ski Area.

Our rural communities experience unique housing challenges due to extreme weather, limited privately owned land, seasonal employment patterns, and physical isolation. The limited physical accessibility of the region coupled with snow on the ground for six months out of the year create labor shortages, supply chain setbacks, and short construction periods, often leading to project delays and increased costs. Our local economies are tourism-based, exacerbating the housing market due to the need to serve recreational visitors. These conditions factor into an inflated cost of living where our communities experience high access barriers to basic needs and mainstream resources including shelter, transportation, language support, education, workforce development services, and health care. We recognize and respect the distinct character of our rural communities and their self-determination and facilitate collaborative relationships to promote community-based efforts to address the housing crisis. We believe that these place-based efforts, along with the strategic sharing of limited resources, such as human capacity and funding sources, can be used to effectuate solutions.

During the development of the 2019 Strategic Plan, Eastern Sierra Community Housing facilitated a Strengths, Weaknesses, Opportunities, and Threats/Challenges (SWOT/C) analysis. The list below outlines some of the opportunities and challenges identified. It may be used to understand the context of the working environment.

### **Rebranding and Relationship Building**

As our organization has grown, our Board of Directors adopted a comprehensive regional approach to consolidate resources and foster collaboration amongst our local partners. As Mammoth Lakes Housing, our Board of Directors recognized the difficulties of building meaningful relationships with our local entities with a name that only reflected one jurisdiction. Reflecting our focused, yet adaptive strategy, we launched our 20<sup>th</sup> anniversary rebranding to reflect our commitment to the tri-county service area of Alpine, Inyo, and

Mono counties. Our new name, Eastern Sierra Community Housing, demonstrates our effort to breakdown the silos that prevent collaboration and to promote partnerships that benefit the communities we serve.

## Capacity

With twenty (20) years of experience in housing solutions, Eastern Sierra Community Housing brings institutional knowledge to projects across the Eastern Sierra that highlight community voice and enable meaningful housing creation, access, and retention. Through our enhanced partnerships with Alpine and Mono counties, we have doubled our staff capacity with the addition of two, full-time Housing Navigators who serve as liaisons in the Eastern Sierra Continuum of Care, the regional homelessness prevention agency, and work directly with households experiencing homelessness. The Housing Navigators have contributed to the governing framework of the Eastern Sierra Continuum of Care to bridge access to housing and mainstream resources and standardize service-based care across the service area. To serve those who are least likely to engage without targeted outreach and involvement, our staff established partnerships with local service providers and built a referral system to streamline access to services from housing to healthcare.

## Community Engagement

Eastern Sierra Community Housing is an active facilitator and attendee of a variety of community events. In partnership with the Mono County Library and California Indian Legal Services, we have organized Tenant Rights' and Homeownership presentations to directly support locals. Recently, staff presented at the Mono Basin Housing Work Group's Community Conversations to discuss housing opportunities in the Mono Basin that drew over 60 attendees from the June Lake and Lee Vining areas. On staff, we have one HUD-certified homeownership counselor who facilitates first-time homebuyer classes, homeownership counseling, and credit repair workshops. Eastern Sierra Community Housing also recognizes the need for language proficiency in the functional languages of the service area to build an effective communications campaign and have hired four bilingual staff, three (3) of whom speak Spanish, to bridge language barriers. Additionally, staff use recommended language and practices based in Trauma-Informed Care (TIC) to provide excellent customer service to first-time homeowners, tenants, and households experiencing or at-risk of homelessness.

## **Grant Requirements**

Several State and Federal grant programs continue to utilize an urban-centric model for application threshold, scoring, and program requirements. These requirements include things like narrow definitions of "rural" and "infill" as well as unattainable density requirements which exclude small housing projects. This more urban model creates an additional layer of adversity for rural housing providers such as Eastern Sierra Community Housing. As a result, our staff are required to be creative, entrepreneurial, and collaborative to secure funding and capacity for housing projects.

## **Lack of local Community Development Finance Institution (CDFI)**

While Eastern Sierra Community Housing has relationships with various large, state, and national CDFIs including Rural Community Assistance Corporation, Century Housing, GenesisLA, Community Vision, and Enterprise Community Partners, the lack of a locally focused CDFI makes access to community development capital difficult. While there are Community Foundations in the region focused on specific programs including land preservation, education, and the arts, there is not currently a CDFI or Community Foundation with the specific purpose of funding programs and projects to provide safe, stable, affordable housing.

## **Interorganizational Coordination**

The lack of interorganizational coordination across our large service area is a challenge that results in a lack of discussion surrounding the best use of resources available in our isolated region. To date, there is no overarching philanthropic entity that oversees the allocation of the limited pool of funds amongst organizations with 501(c)3 statuses such as our own. This cultivates a competitive environment for local organizations and leads to entities working towards similar goals to operate in silos. Competition and the lack of coordination also factor into the recruitment and retention of qualified staff.

## STRATEGIC FRAMEWORK

On June 20, 2023, Eastern Sierra Community Housing hosted its three-year strategic planning session with assistance from Seana Doherty, Senior Manager at Agnew Beck Consulting. The session was used to update the previous 2019 Strategic Plan and contributed to the development of the new 2024 Strategic Plan.

Our planning session defined the following five focus areas, carried forward from our 2019 Strategic Plan. The following section outlines the organization’s priority goals within each focus area through the end of 2026.



## GOALS AND OBJECTIVES BY STRATEGIC FOCUS

### Focus Area 1. Build & Facilitate Community Housing

Goal: Increase the inventory of affordable housing by facilitating three (3) housing projects with partners in the service area over the next three (3) years.		
Accomplishments	Objectives	Year 1, 2 & 3 Priorities
<p>In 2019, ten (10) homes were rented to households under 80% Area Median Income with no new developments in the pipeline. By 2020, Eastern Sierra Community Housing finalized development plans for what we now know as Access Apartments. Eastern Sierra Community Housing now has three projects in various stages, totaling to \$14.5 million in State/Federal grants and \$70K in private dollars since 2019.</p>	<p>Objective A. Identify one (1) viable new development project per year.</p>	<ul style="list-style-type: none"> <li>• Establish a set of criteria for project opportunities (e.g., willingness of partner(s), funding opportunities, type of housing, income level(s) served, timeframe, size, other resources, etc.).</li> <li>• Track viable new development projects in the service area.</li> </ul>
	<p>Objective B. Pursue housing development pipeline.</p>	<ul style="list-style-type: none"> <li>• Manage 3-4 projects per year that are in various stages, distinguishing between new development and acquisition projects.</li> <li>• Utilize internal developer fees for the development of new units.</li> </ul>
	<p>Objective C. Finish existing projects.</p>	<ul style="list-style-type: none"> <li>• Finish the construction of the Innsbruck Lodge and fill one hundred percent (100%) of the units.</li> <li>• Finish the construction of Access Apartments.</li> <li>• Secure funding for Silver Peaks.</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.

Accomplishments	Objectives	Year 1, 2 & 3 Priorities
<p>In 2019, Eastern Sierra Community Housing administered two first-time homebuyer assistance loans and sold one deed-restricted home to a family of six (6). Staff tripled the number of first-time homebuyer assistance loans in 2020 and sold five (5) deed-restricted homes to eligible families. Overall, staff preserved or created 108 units since the 2019 Strategic Plan.</p> <p>Eastern Sierra Community Housing also installed one (1) remote legal aid station through its partnership with California Indian Legal Services.</p>	<p>Objective A. Reduce homelessness in the Eastern Sierra through the expansion of Housing Navigation services.</p>	<ul style="list-style-type: none"> <li>• Maintain contracts with Alpine and Mono counties for Housing Navigation services.</li> <li>• Prepare outreach materials that highlight Housing Navigation services to secure a contract with Inyo County for Housing Navigation services.</li> <li>• Maintain partnership with California Indian Legal Services to provide legal aid in-house.</li> <li>• Build and maintain relationships with local property owners to promote housing retention amongst residents.</li> </ul>
	<p>Objective B. Manage and grow mortgage, rehabilitation, and ADU loan programs to provide financial assistance to eligible households.</p>	<ul style="list-style-type: none"> <li>• Manage funding for Federal, State, and locally funded loan programs (e.g., CDBG, HOME, PLHA, CalHome, and Bridge)</li> <li>• Certify at least one staff on credit counseling through HUD to become the only HUD-certified agency in the service area.</li> <li>• Expand homeownership counseling services through RCAC-Affiliate Program.</li> <li>• Explore alternative funding opportunities, including loan offerings designated for manufactured homes in mobilehome parks.</li> </ul>
	<p>Objective C.</p>	<ul style="list-style-type: none"> <li>• Prepare outreach materials that highlight compliance and</li> </ul>

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

Accomplishments	Objectives	Year 1, 2 & 3 Priorities
	<p>Manage and expand portfolio of deed-restricted units.</p>	<p>monitoring services for deed-restricted housing to secure contracts with public agencies in the service area.</p> <ul style="list-style-type: none"> <li>• Define value proposition.</li> <li>• Maintain compliance and monitoring services for current unit inventory (including services for existing contracts).</li> <li>• Implement Salesforce HomeKeeper for management of deed-restricted units, including self-management rental units and/or clients.</li> </ul>
	<p>Objective D. Provide property management services to fulfil a critical need in the service area.</p>	<ul style="list-style-type: none"> <li>• Provide excellent property management services to improve health outcomes and quality of life for residents.</li> <li>• Maintain property management services for Star Apartments, Innsbruck Lodge, and Access Apartments.</li> <li>• Analyze existing resources for asset management internally.</li> </ul>
	<p>Objective E. Increase housing resources and opportunities for moderate-income households (&gt; 80% Area Median Income).</p>	<ul style="list-style-type: none"> <li>• Prepare outreach materials that highlight programs and offerings to secure formal or informal partnerships and serve moderate-income levels (e.g., Mammoth Lakes Hospital, US Forest Service, School Districts, Mono County etc.).</li> <li>• Support homeownership initiatives at the Parcel by sharing information with eligible households.</li> </ul>

### Focus Area 3. Expand & Diversify Funding

Goal: Grow internal operating budget to one (1) million by 2026 to expand and increase access to services, programs, and homes.

Accomplishments	Objectives	Year 1, 2 & 3 Priorities
<p>Eastern Sierra Community Housing steadily increased its revenue and secured contracts with Alpine and Mono counties in 2022, amounting to \$582K in administrative funds. These contracts have enabled the organization to double in staff capacity.</p>	<p>Objective A. Create a Fund Development Plan to diversify funding streams and maintain organizational growth.</p>	<ul style="list-style-type: none"> <li>• Build a case for the \$1 million-dollar Operating Budget goal: present a bullet list plan to the Board of Directors; draft a concise argument for why more funding is necessary; create a Fund Development Plan; and create a three (3)-year budget to track the \$1 million-dollar Operating Budget goal.</li> <li>• Prepare outreach materials that highlight the need for a \$1 million-dollar Operating Budget to secure public and private donations.</li> <li>• Designate one (1) staff member who is responsible for requesting public and private donations.</li> <li>• Consider an external contract to create a Fund Development Plan.</li> </ul>
	<p>Objective B. Demonstrate the importance for regional support of Eastern Sierra Community Housing to advance community-based housing solutions in the service area.</p>	<ul style="list-style-type: none"> <li>• Request Commitments of Support from Alpine, Inyo &amp; Mono counties and emphasize the need for administrative overhead.</li> <li>• Establish the goal of one hundred percent (100%) participation from all regional jurisdictions.</li> <li>• Create outreach materials to describe offerings &amp; services to each jurisdiction in the service area and highlight their importance.</li> <li>• Participate in and encourage government-based studies (e.g., Local Housing Needs Assessments &amp; Housing Elements).</li> </ul>

Goal: Grow internal operating budget to one (1) million by 2026 to expand and increase access to services, programs, and homes.

Accomplishments	Objectives	Year 1, 2 & 3 Priorities
	Objective C. Explore creative partnerships and solutions to diversify funding streams.	<ul style="list-style-type: none"> <li>• Advocate for an ongoing set aside of the Transient Occupancy Tax (TOT) from regional governments.</li> <li>• Consider partnerships with local community foundation(s) to jointly raise funds or assist with trainings.</li> </ul>

#### Focus Area 4. Communications and Outreach

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

Accomplishments	Objectives	Year 1, 2 & 3 Priorities
Eastern Sierra Community Housing served as a community support, hosting three (3) events per year since 2019, including the infamous Housing Horror Stories event. Staff collected over 513 unique housing stories and provided a platform for households to share their experiences with the housing crisis.	Objective A. Drive public support for Eastern Sierra Community Housing by communicating programs & offerings to more households in the service area.	<ul style="list-style-type: none"> <li>• Prepare outreach materials that highlight programs &amp; offerings to share with new households in the service area.</li> <li>• Distribute all outreach materials in the dominant languages of the services area.</li> <li>• Attend relevant stakeholder, partner, community, and statewide meetings to share programs &amp; offerings with new households in the service area.</li> <li>• Ensure consistent delivery of content including: thirty (30) day updates to partners and donors; a dashboard of collective results; public Annual Reports and Strategic Plans; and bi-weekly posts on social media platforms.</li> <li>• Consider an external contract for marketing services.</li> </ul>

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

Accomplishments	Objectives	Year 1, 2 & 3 Priorities
	<p>Objective B. Leverage the Diversity, Equity, and Inclusion Committee to increase accessibility of programs and offerings in the service area.</p>	<ul style="list-style-type: none"> <li>• Create a Communications &amp; Outreach Campaign that includes targeted outreach to diverse communities in the service area.</li> <li>• Build and maintain partnerships with local service providers to reach diverse communities in the service area.</li> <li>• Prepare outreach materials to recruit members of the public to join the Diversity, Equity, and Inclusion Committee.</li> </ul>

#### Focus Area 5. Strengthen Organizational Capacity

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

Accomplishments	Objectives	Year 1, 2 & 3 Priorities
<p>Since 2019, staff capacity doubled through the organization's partnerships with Alpine and Mono counties, helping balance workloads and better adapt to meet community needs.</p>	<p>Objective A. Build &amp; maintain a healthy, functional organization.</p>	<ul style="list-style-type: none"> <li>• Consider an amendment to the bylaws to remove the Brown Act requirements and enable more flexibility, entrepreneurship, nimbleness, and to respond quickly to community needs.</li> <li>• Consider increasing the number of Board members to be more inclusive of regional partners.</li> <li>• Prepare outreach materials to recruit members of the public from Alpine, Inyo &amp; Mono counties to join the Board of Directors.</li> <li>• Attend one (1) conference per year with staff.</li> </ul>

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

Accomplishments	Objectives	Year 1, 2 & 3 Priorities
		<ul style="list-style-type: none"> <li>• Pursue a NeighborWorks affiliate designation.</li> </ul>
	<p>Objective B. Recruit, retain, and support qualified staff.</p>	<ul style="list-style-type: none"> <li>• Evaluate staff compensation on an annual basis, including base compensation &amp; incentive and/or bonus compensation.</li> <li>• Consider adding staff to balance workloads and meet gaps for future needs.</li> <li>• Facilitate an annual goal setting process to improve internal systems, acknowledge individual professional development goals, and increase staff efficiency.</li> </ul>

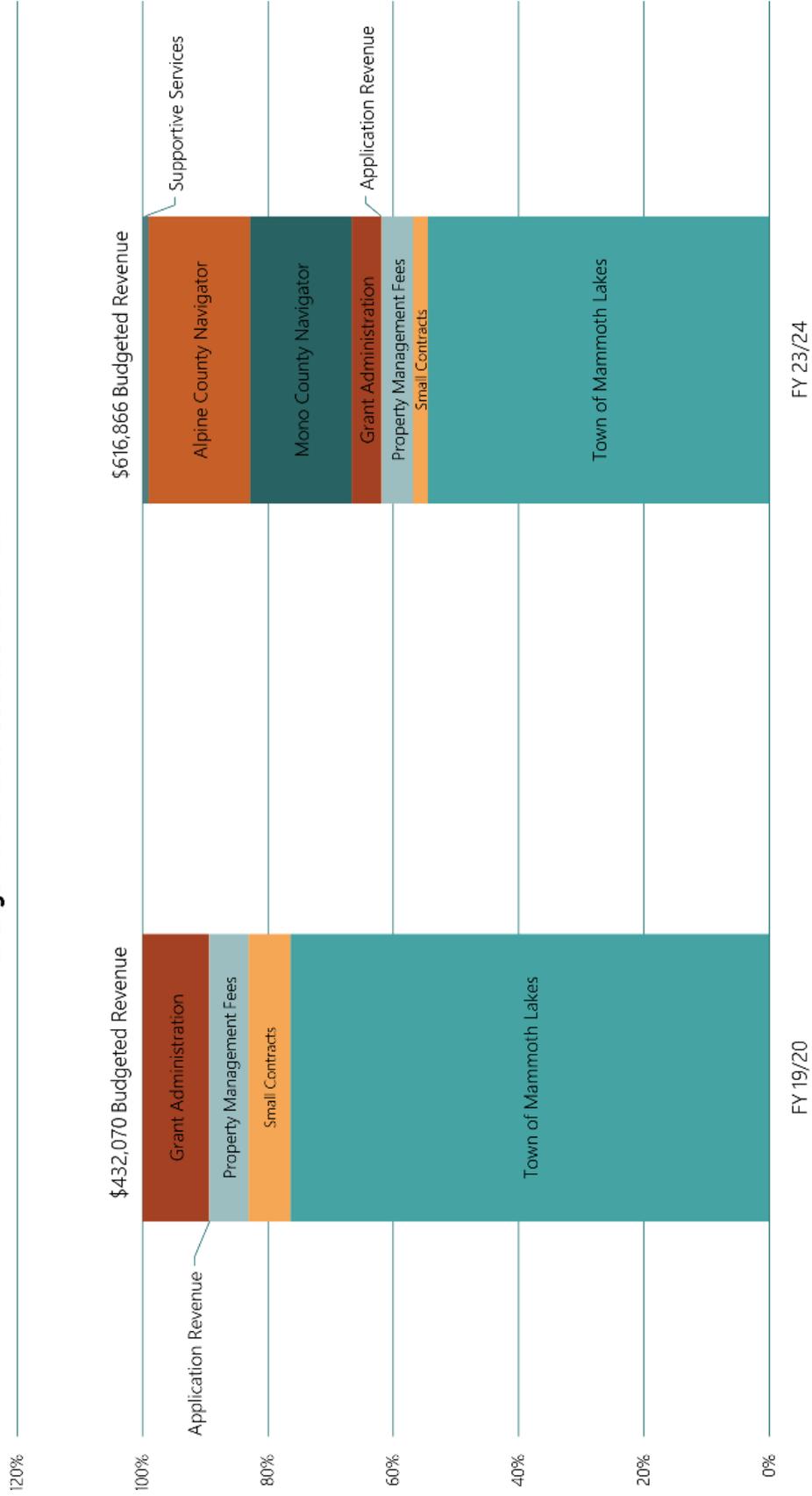
## BUDGET

Eastern Sierra Community Housing has grown substantially since the previous Strategic Plan, both in staff size and project scope. Since 2019, we partnered with Alpine and Mono counties to increase the extent of service-based assistance; hosted two (2) interns through the California Coalition for Rural Housing; applied to new grant allocations (such as the ESG Balance of State Allocation and Section 4); sparked conversations about development opportunities in Alpine County; administered Accessory Dwelling Unit (ADU) and rehabilitation loan programs to local homeowners; and sought new roles in the ownership structure of new development projects. In 2021, Eastern Sierra Community Housing was awarded Best Pandemic Pivot by Mammoth Lakes Chamber of Commerce for fundraising nearly \$1 million in emergency rental assistance for households experiencing pandemic-related hardships. During the State of Emergency (Winter 2022-23), we secured \$130,000.00 for households who became displaced and faced unprecedented storm-related costs. Our small organization successfully doubled the number of full-time staff, increased revenue by fifty percent (50%), and diversified our funding streams not only to maintain the organization, but to adapt our services to meet the needs of our small, rural communities.

Our growth as an organization has reflected the need for a larger operating budget. With a larger budget, Eastern Sierra Community Housing hopes to improve internal infrastructure (e.g., client management software); maintain employee salaries and benefits; sustain costs of construction labor and insurance; hire new staff to fundraise or manage programs; and increase organizational flexibility to respond to community needs and the larger service area. We believe that an increase in our operating budget will enable us to sustain our housing projects and overcome the rising costs that pose barriers to our success.

Please view the graphic on the following page.

### Change in Revenue Sources Over Time



## CONCLUSION

The 2024 Strategic Plan describes the organization's opportunities, goals of the Board of Directors, and our work environment. Eastern Sierra Community Housing will use the specific action items detailed above to guide the staff and the Board of Directors towards our vision that communities in the Eastern Sierra thrive because everyone has access to safe, affordable, quality housing. We look forward to continued growth as we serve our friends, neighbors, and community members in securing stable housing and increasing the number of affordable homes and supportive programs. We are proud of the work we have accomplished since the 2019 Strategic Plan and are excited to strengthen our organization, foster new partnerships, and find creative solutions over the next few years. Thank you for your ongoing support. Our work starts now!



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 adoption of Resolution 24-03 authorizing the submission of a Portfolio Reinvestment Program grant application for the maximum amount not to exceed \$6,000,000

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

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## **BACKGROUND**

On March 7, 2022, the Board of Directors authorized the acquisition of Valley Apartments in Bishop, California through Resolution 22-08. This acquisition was in response to IMACA's closing of housing programs and the desire of Eastern Sierra Community Housing (ESCH) to preserve this affordable housing asset.

IMACA acquired the hotel which is now the Valley Apartments in the 1980s. There is currently an outstanding loan with HCD. The project comprises 19 studio and one-bedroom apartments. The project currently houses those who are elderly or disabled.

A purchase agreement was entered into in May 2022 and has been extended twice, currently set to expire in May 2024. In December 2022, the MLH Board authorized staff to apply for the Portfolio Reinvestment Program (PRP) through the State Department of Housing and Community Development (HCD) for up to \$5 million for the acquisition, rehabilitation, operating subsidy, and other eligible costs associated with the project.

In December/January of 2023, MLH worked with a financial consultant to submit the Portfolio Reinvestment Program application. During the application process, it was discovered that the operating costs of the project exceed the revenue generated by the low-income rents required by PRP, and therefore, the project needs either 1) higher income limits and associated higher rents, 2) a permanent source of operating subsidy, such as Section 8/Housing Choice Vouchers, or 3) another creative solution.

MLH was not awarded in the first round of PRP. Since that time, staff has been working with Stanislaus County Housing Authority, HCD, IMACA and others to work towards a preservation solution. There is currently a second (and final) round of PRP. The deadline to submit the grant application for small-project set-aside is due on April 29, 2024; however, HCD staff have advised us to submit our application on the first day that the online portal opens which is March 28, 2024. The program is expected to be severely

over-subscribed, and there may not be funding available for this program again in the near future.

### **GRANT PROGRAM OVERVIEW**

The project is eligible for up to \$250,000 per unit for a maximum award of \$4,750,000, including the rehab loan and any operating subsidies awarded.

#### **Funding Set-Asides**

- \$10 million for small projects, defined as 20 units or less.
- \$25 million residential hotels, as defined in the MHP Guidelines Section 7301 (PDF).
- A \$25 million set aside for Projects that have been foreclosed on by the Department or by another public lender.

#### **Assistance Type/Terms**

1. Permanent loans for rehabilitation
  - Maximum award amount: \$25 million.
  - Loans will have a 30 - 55-year term;
  - 3 percent simple interest on unpaid principal balance, deferred.
  - Payments in the amount of 0.42 percent are due annually.
  - The unpaid balance of is due and payable at the end of the loan term.
2. Forgivable loans for capitalized operating subsidy reserves (COSR)
  - Maximum award amount: 25% of PRP Rehabilitation Loan amount.
  - Short-term COSR assistance period: construction close through 12/31/28.
  - Forgiveness predicated on compliance with PRP COSR and PRP Rehabilitation requirements.
  - Forgivable COSR loans must be paired with PRP Rehabilitation loans.
  - COSR awards are not available on a standalone basis.

### **CURRENT STATUS**

Escrow is currently open with Inyo-Mono Title and MLH has a deposit of \$10,000. IMACA has limited capacity to continue to subsidize the apartment project on an ongoing basis.

According to the Physical Needs Assessment procured in 2023, the project needs \$1,563,900 in critical repairs. Necessary repairs for Years 1-5 were estimated to be an additional \$1,062,700. **The project needs a minimum capital investment of \$2,626,600 in the next five years to maintain health and safety standards.**

### **RECOMMENDATION**

The Board should receive the update and consider adoption of Resolution 24-03 authorizing Mammoth Lakes Housing to submit a Portfolio Reinvestment Program grant through the CA State Department of Housing & Community Development in an amount not to exceed \$6,000,000. Provide other staff direction as necessary.

### **ATTACHMENTS**

1. Resolution 24-03

2024-03

**RESOLUTION OF THE BOARD OF DIRECTORS OF  
MAMMOTH LAKES HOUSING, INC. (EASTERN SIERRA COMMUNITY HOUSING)**

**PORTFOLIO REINVESTMENT PROGRAM**

**VALLEY APARTMENTS**

A majority of the directors of [Mammoth Lakes Housing, Inc.,] a California nonprofit public benefit corporation (the “Corporation”), hereby consent to, adopt, and ratify the following resolutions:

WHEREAS, the California Department of Housing and Community Development (“Department”), as authorized by Chapter 5.5 (commencing with Section 50606) of Part 2 of Division 31 of the Health and Safety Code, has issued a Notice of Funding Availability and Guidelines, dated **December 28, 2023** and, under its Portfolio Reinvestment Program (“NOFA”);

WHEREAS, the Corporation is authorized to do business in the State of California, and it is in the Corporation’s best interests to act as the **sole member** of **Valley Apartment Affordable Housing, LLC**, a California limited liability company (the “LLC”) (the “Borrower”);

WHEREAS, Corporation is authorized and directed to submit an application in response to the NOFA (the “Application”) on its own behalf and as the **sole member** of the LLC; and

WHEREAS, **it is in the Borrower’s best interest to acquire** that rental housing development known as **Valley Apartments**, located at **156 Clark Street** in the City of **Bishop**, California (the “Development”); and

WHEREAS, the Development is subject to an existing Department loan under the **California Demonstration Housing Rehabilitation Program**, Loan Number **80-SUHRP-0115** in the original principal amount of **\$508,000.00**, plus accrued interest thereon (the “Original Department Loan”); and

WHEREAS, Pursuant to the NOFA, the Original Department Loan will be terminated and reconveyed, and a single set of loan documents evidencing both the Original Department Loan and the Portfolio Reinvestment Program Loan will be issued by the Department and entered into by the Borrower (the “Portfolio Reinvestment Program Transaction”).

WHEREAS, the Borrower will either receive or be assigned a conditional commitment of funds pursuant to the NOFA in an amount not to exceed **\$6,000,000.00** (the “Portfolio Reinvestment Program Loan”).

WHEREAS, it is in the Borrower’s best interest to restructure the Original Department Loan under the Department’s Portfolio Reinvestment Program and enter into new loan documents with the Department evidencing both the Original Department Loan and the Portfolio Reinvestment Program Loan (the “Portfolio Reinvestment Program Transaction”).

NOW, THEREFORE, IT IS RESOLVED, that the Corporation is hereby authorized and directed to act on its own behalf and as the **sole member** of the LLC in connection with the Portfolio Reinvestment Program Transaction pursuant to the NOFA.

RESOLVED FURTHER: That in connection with the Portfolio Reinvestment Program Transaction, the Corporation, on its own behalf and as **sole member** of the LLC, is authorized and directed to enter into, execute, and deliver an STD 213, Standard Agreement **in an amount not to exceed \$6,000,000.00**, and any and all other documents required by the Department or deemed necessary or appropriate to evidence the Portfolio Reinvestment Program Transaction, the Borrower's obligations related thereto, and the Department's security therefore; including, but not limited to, a promissory note, a deed of trust and security agreement, a regulatory agreement, a development agreement, a capitalized operating subsidy reserve agreement, and any other documents required by the Department as security for, evidence of, or pertaining to the Portfolio Reinvestment Program Transaction, and all amendments thereto (collectively, the "Portfolio Reinvestment Program Loan Documents").

RESOLVED FURTHER: Corporation acknowledges and agrees that it shall be subject to the terms and conditions specified in the Standard Agreement, and that the NOFA and Application will be incorporated in the Standard Agreement by reference and made a part thereof. Any and all activities, expenditures, information, and timelines represented in the Application are enforceable through the Standard Agreement. Funds are to be used for the allowable expenditures, uses, and activities identified in the Standard Agreement.

RESOLVED FURTHER: That **Patricia Robertson, Executive Director, is** hereby authorized to execute the Application and the Portfolio Reinvestment Program Loan Documents on behalf of the Corporation for itself and as **sole member** of the LLC.

Passed and adopted, effective as of **March 27, 2024**, by the consent of the Board of Directors of the Corporation by the following vote:

_____AYES	_____NAYS
_____ABSTAIN	_____ABSENT

2024-03  
CERTIFICATE OF THE SECRETARY

The undersigned, President of the Corporation, does hereby attest and certify that the foregoing is a true, full and correct copy of a resolution of the Corporation's governing body adopted at a duly convened meeting on the date above-mentioned, and that the resolution has not been altered, amended, repealed, rescinded, or annulled.

DATE: \_\_\_\_\_

\_\_\_\_\_  
Tom Hodges, President

**2024-04**  
**A RESOLUTION OF THE MEMBERS OF**  
**VALLEY APARTMENTS AFFORDABLE HOUSING, LLC**

**PORTFOLIO REINVESTMENT PROGRAM**

**Valley Apartments**

All of the managers of Valley Apartments Affordable Housing, LCC, a California limited liability company (the "Limited Liability Company"), hereby consent to, adopt, and ratify the following resolutions:

WHEREAS, the California Department of Housing and Community Development ("Department"), as authorized by Chapter 5.5 (commencing with Section 50606) of Part 2 of Division 31 of the Health and Safety Code, has issued a Project Solicitation and Guidelines, dated **December 28, 2023**, under its Portfolio Reinvestment Program ("NOFA");

WHEREAS, the Limited Liability Company is authorized to do business in the State of California, and it is in the Limited Liability Company's best interests to act as the (the "Borrower"); and

WHEREAS, the Borrower will either receive or be assigned a conditional commitment of funds pursuant to the NOFA (the "Portfolio Reinvestment Program Loan").

NOW, THEREFORE, IT IS RESOLVED, that the Limited Liability Company is hereby authorized and directed to act as the Borrower in connection with the Department's award of the Portfolio Reinvestment Program Loan pursuant to the NOFA.

RESOLVED FURTHER: That in connection with the Portfolio Reinvestment Program Loan, the Limited Liability Company, as the Borrower, is authorized and directed to enter into, execute, and deliver an STD 213, Standard Agreement in an amount not to exceed \$6,000,000.00 and any and all other documents required by the Department or deemed necessary or appropriate to evidence the Portfolio Reinvestment Program Loan, the Borrower's obligations related thereto, and the Department's security therefore; including, but not limited to, a promissory note, a deed of trust and security agreement, a regulatory agreement, a development agreement, a capitalized operating subsidy reserve agreement, and any other documents required by the Department as security for, evidence of, or pertaining to the Portfolio Reinvestment Program Loan, and all amendments thereto (collectively, the "Portfolio Reinvestment Program Loan Documents").

RESOLVED FURTHER: That Patricia Robertson, Manager of Limited Liability Company is hereby authorized to execute the Portfolio Reinvestment Program Loan Documents on behalf of the Limited Liability Company as the Borrower.

RESOLVED FURTHER: That this resolution shall take effect immediately upon its passage.

Passed and adopted, effective as of March 27, 2024 by the consent of the Members of the Limited Liability Company by the following vote:

\_\_\_AYES

\_\_\_NAYS

\_\_\_ABSTAIN

\_\_\_ABSENT

### CERTIFICATE OF THE SECRETARY

The undersigned, President of the Limited Liability Company, does hereby attest and certify that the foregoing is a true, full and correct copy of a resolution duly adopted at a meeting of the Limited Liability Company which was duly convened and held on the date above-mentioned, and that the resolution has not been altered, amended, repealed, rescinded, or annulled.

DATE: \_\_\_\_\_

\_\_\_\_\_  
Tom Hodges, President

A photograph of a lodge interior. In the center is a large stone fireplace with a fire burning. To the right, there is a wooden railing overlooking a balcony or deck. In the foreground, there is a wooden frame sofa with blue cushions. The floor is covered with a blue and red patterned carpet. The walls are wood-paneled, and there are framed pictures on the wall.

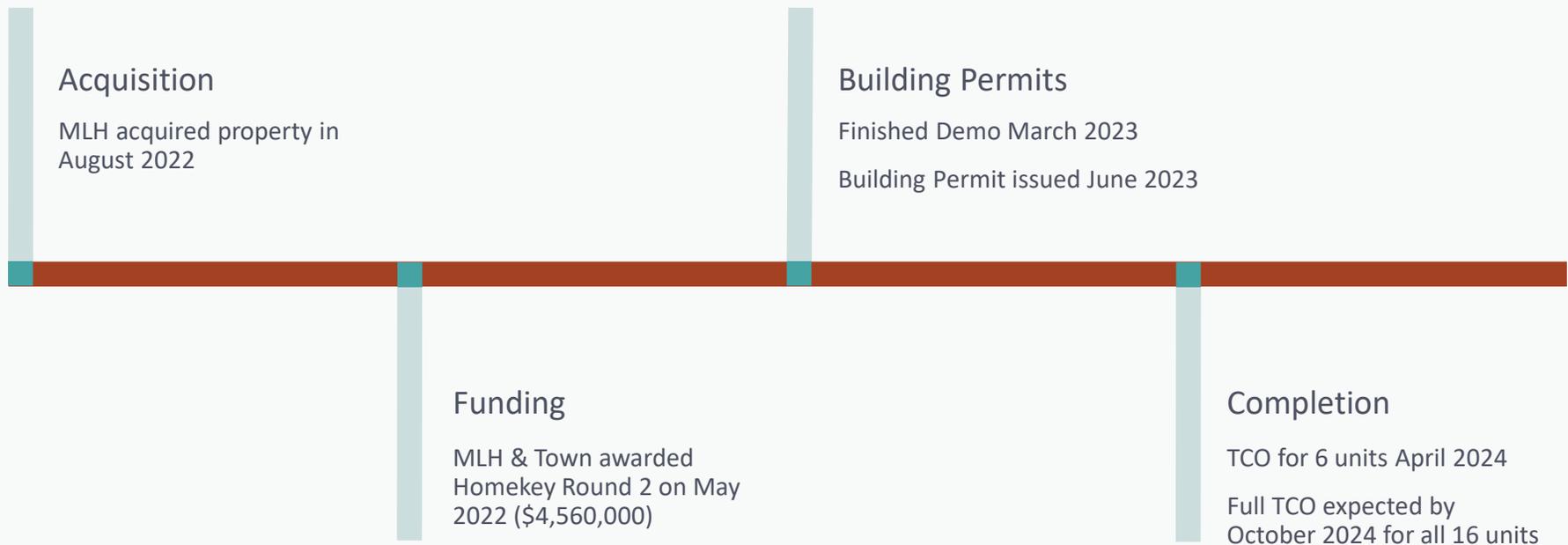
# Innsbruck Lodge Update

*Presented by: Erik Guzman*

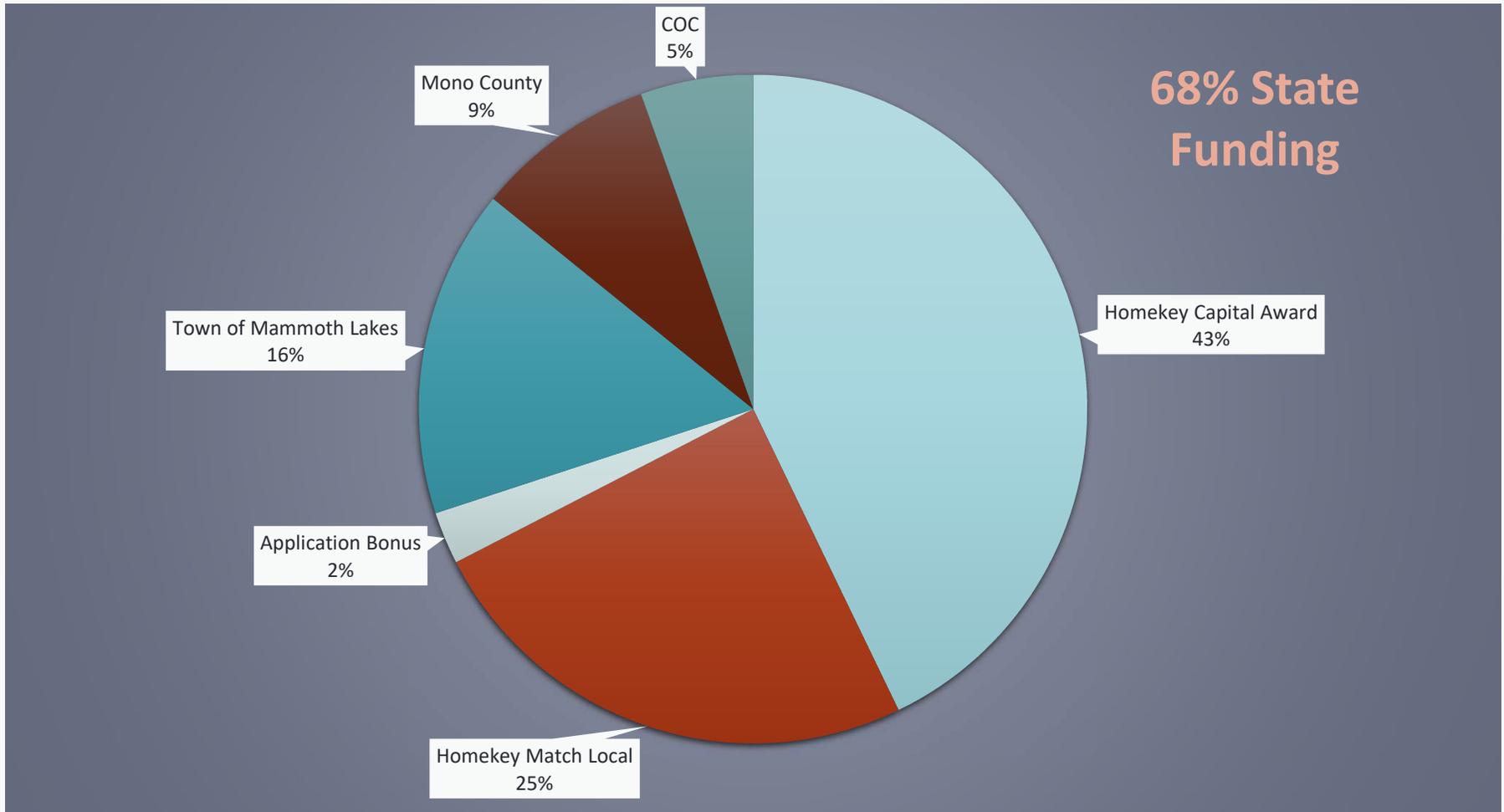
*Title: Project and Program Associate*

*Date: March 27, 2024*

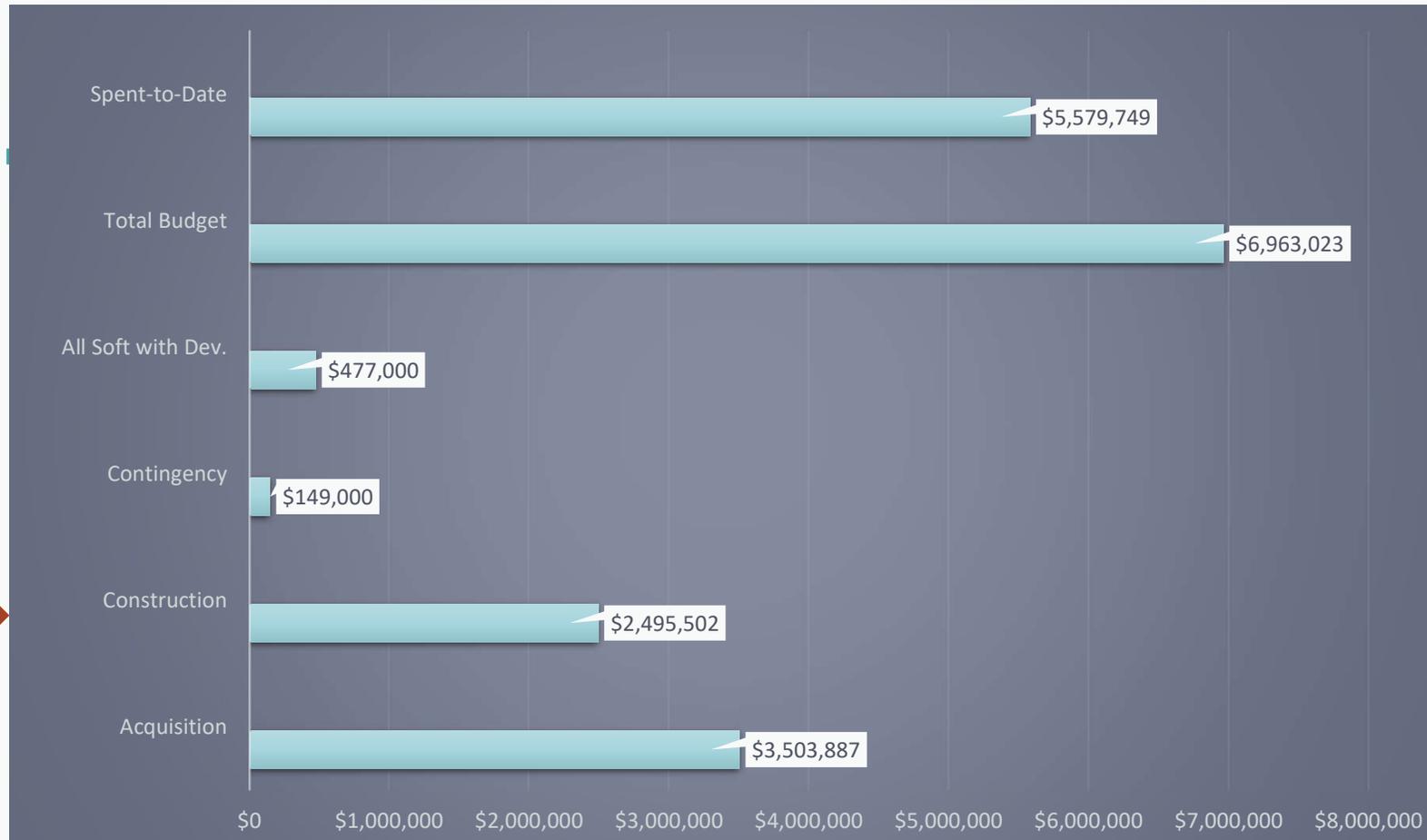
# Background



# Funding Stack

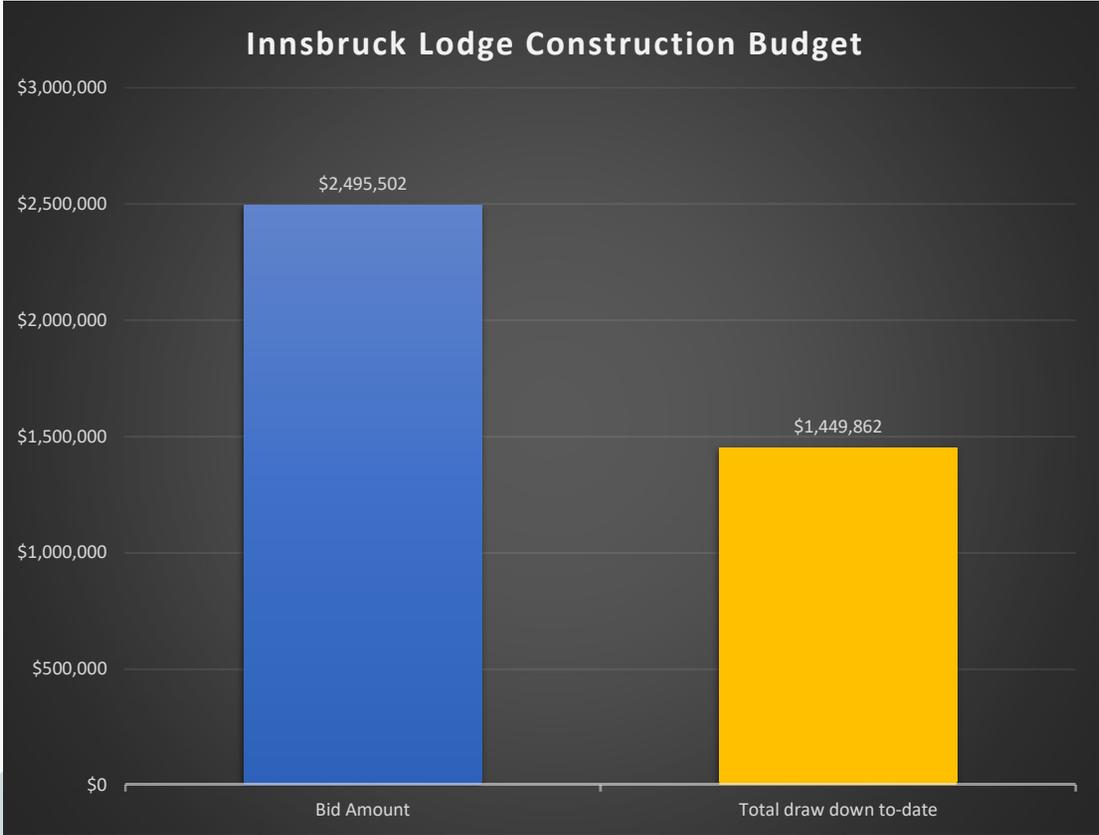


# Development Budget



Percent Spent to Date up to March 2024: 80%

# Construction Budget & Percent Completed



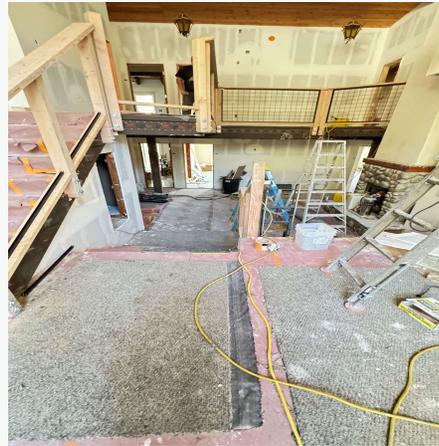
Percent Completed as of March 2024: 58%

5 Innsbruck Lodge Update

# Construction Photos



Innsbruck Lodge



Upper and Middle Floor



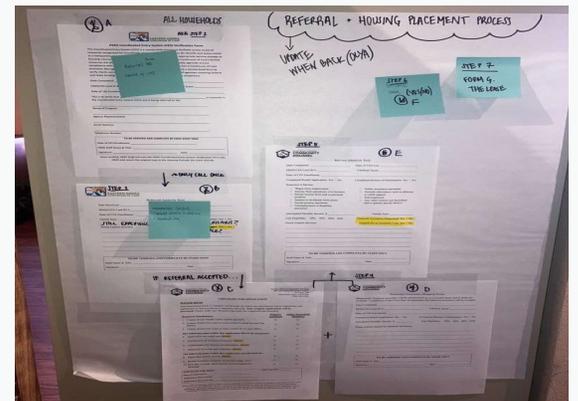
Unit Rehab



Unit Rehab



Unit Rehab



Lease up Process

# Project Update

## Temporary Certificate of Occupancy

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

## TCO Units

TCO Units are close to completion. Need to add miscellaneous items (towel bar & toilet paper holder).

## Electrical

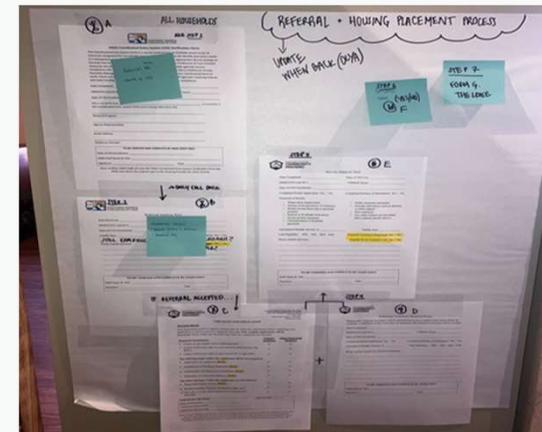
Electrical Equipment was ordered on October 2023. Expected arrival of electrical equipment July-October 2024

## Wheelchair Elevator

Elevator tech for reno was on site the week of 03/11. Will begin installing elevator soon

## Lease-Up

The Navigators are working on a lease-up process. Lease up process is projected to begin week of 3/25



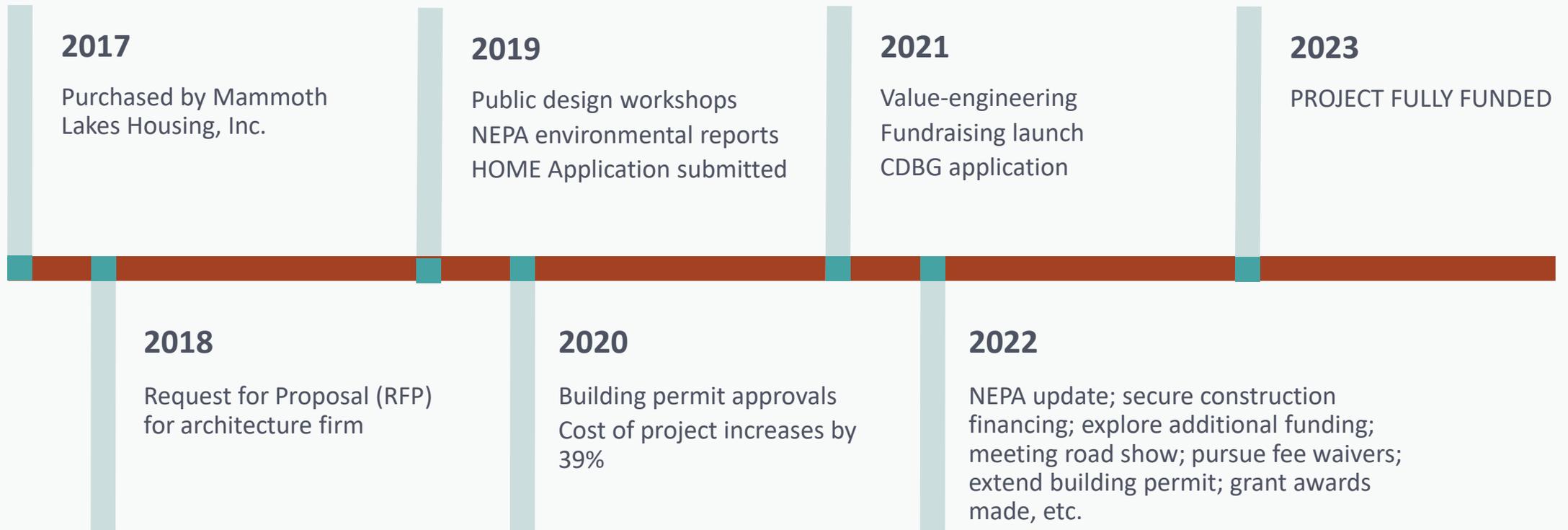
# Access Apartments Update

*Presented by: Erik Guzman*

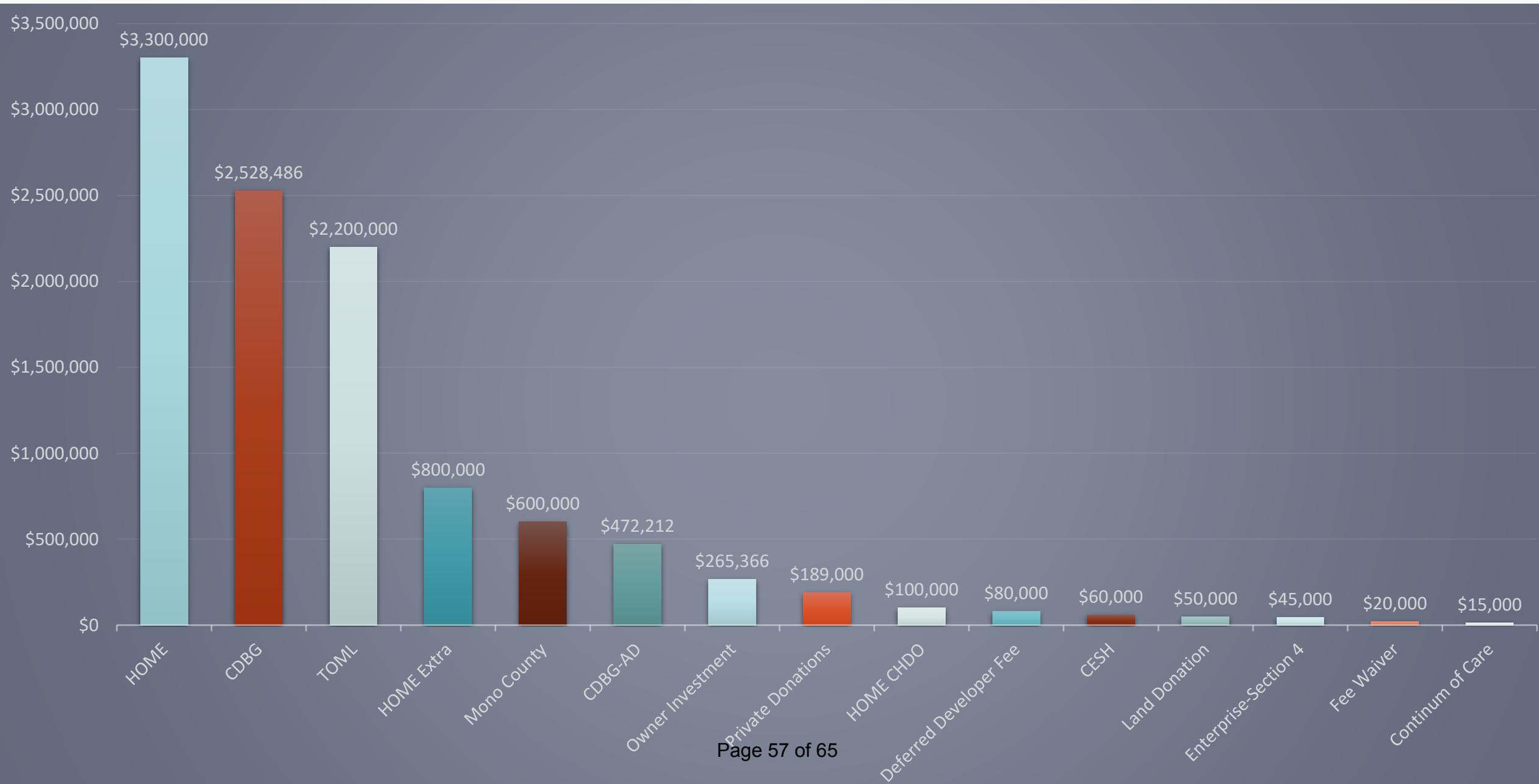
*Title: Project and Program Associate*

*Date: March 27, 2024*

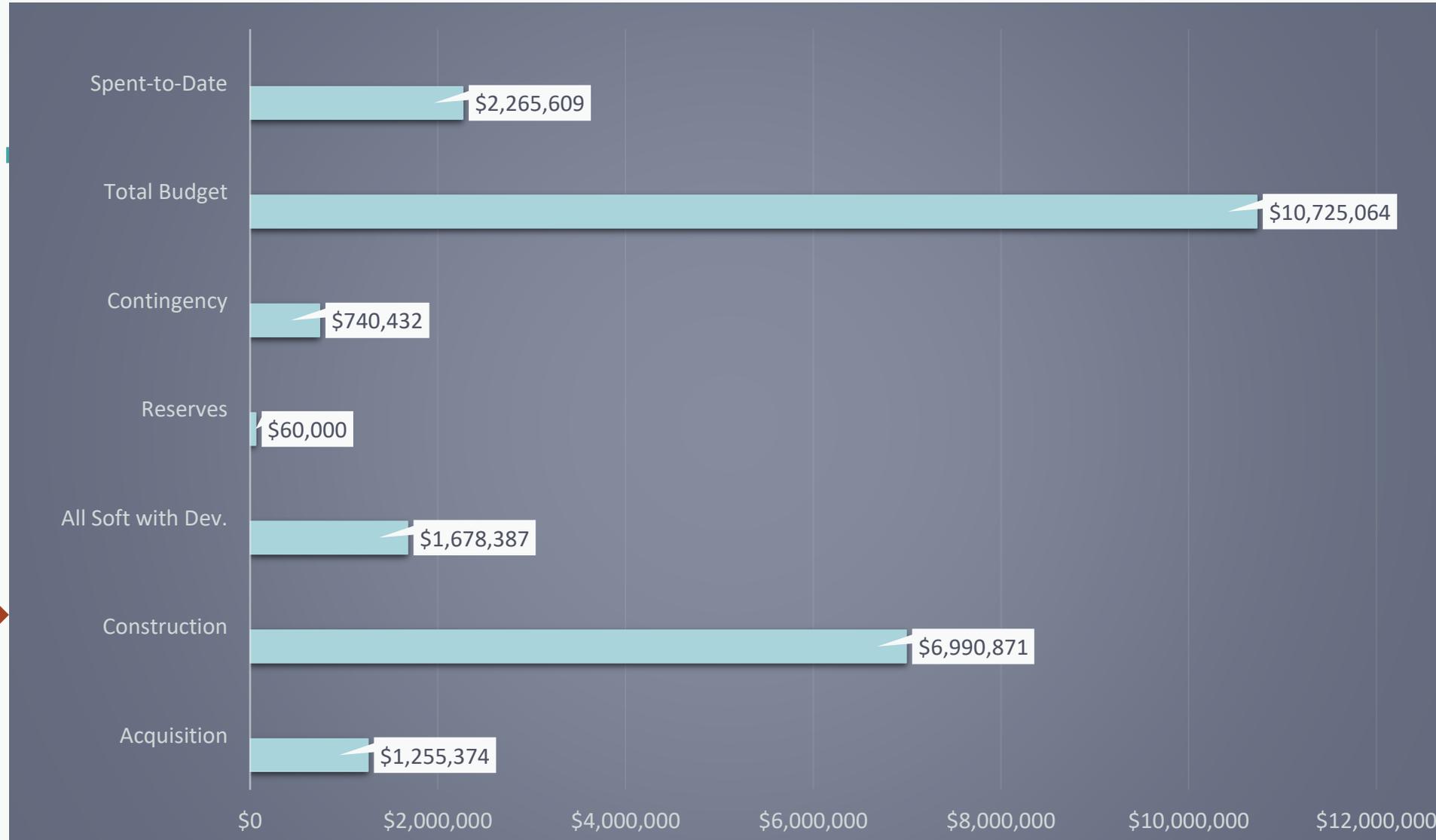
# Background



# Funding Sources



# Development Budget

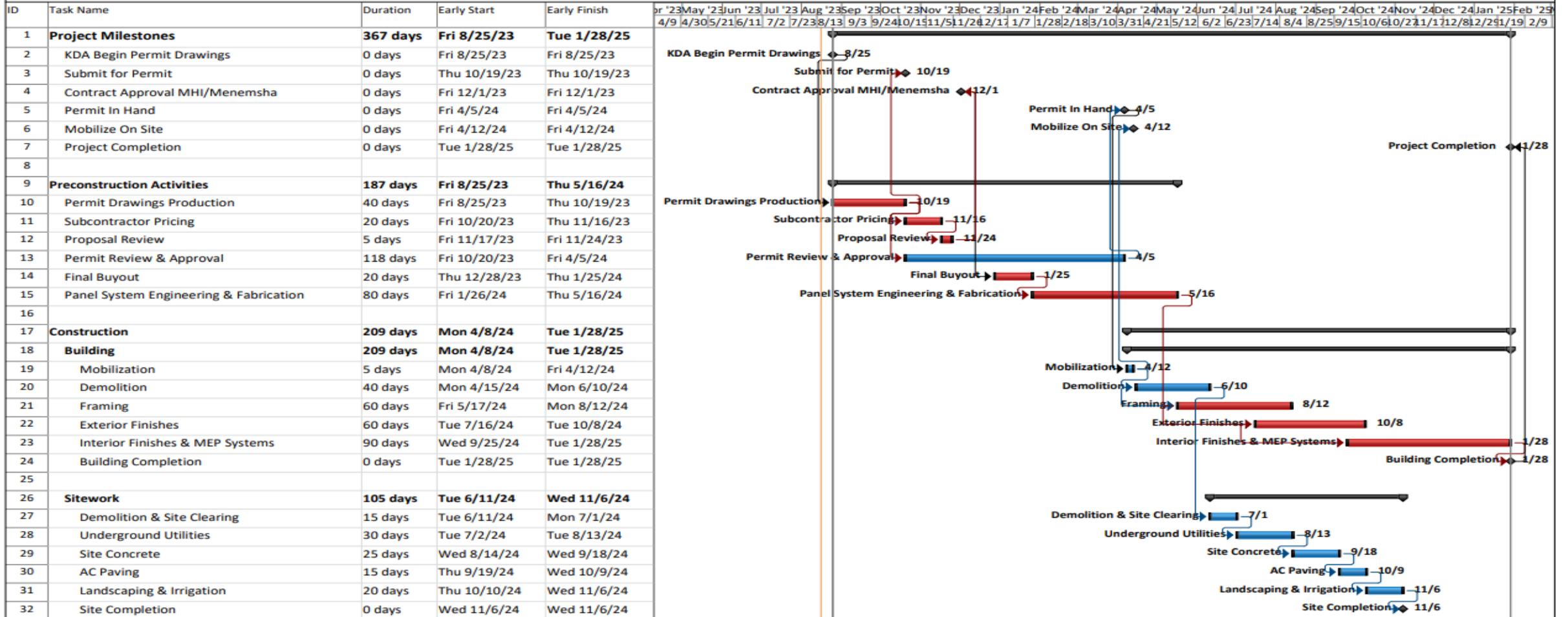


Percent Spent to Date up to March 2024: 21%

# Menemsha Construction Timeline



Mammoth Lakes Housing - Sierra Manor  
 238 Sierra Manor Rd  
 Mammoth Lakes, CA  
 Preliminary Schedule 8.16.23



# Construction Milestones

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## CD/Permit Drawing for Pricing

- 03/27/2024  
- 90% of Sub bids by 04/05/2024

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## Construction Permit

06/03/2024

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## VE: Landscape

Landscape Scope of work was revisited. Agreed to carry 50-75K budget with additional alternatives for full landscape package

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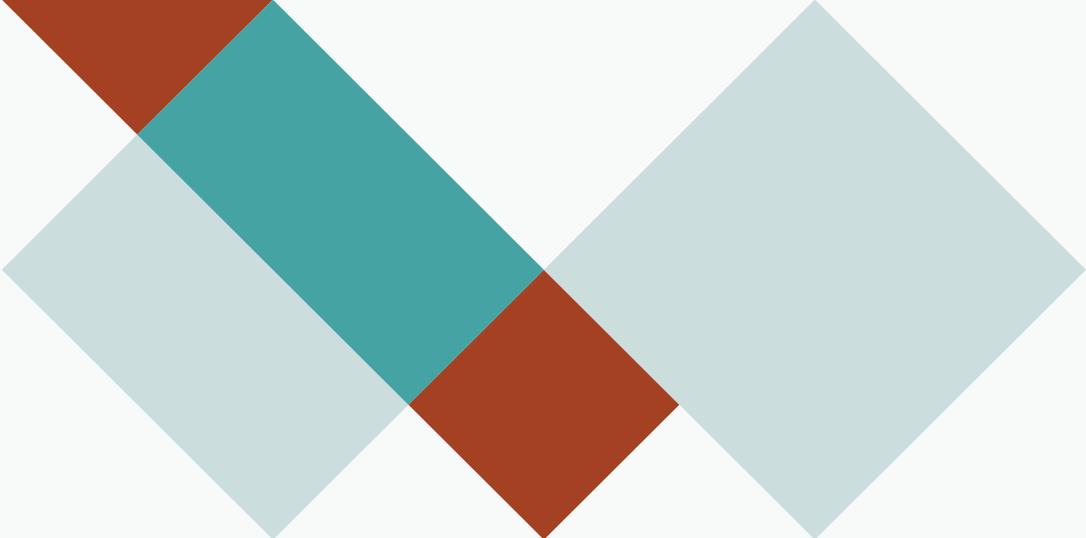
## AIA

Waiting response from MLH Legal team

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## Submittal Set

Submittal Set was sent to Water Department and Fire Department



# Project Update

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## ESCH OAC Meeting

We are having weekly call with the team

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## UA

Had a call with HOME team to discuss UA. Submitted financial portion of the UA to HOME team on 03/22/2024

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## General Contractor

Contract is under legal review

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## Est. Construction Start

Spring 2024

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## Est. Occupancy

Fall 2025





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## **STAFF REPORT**

**Subject:** Staff Report

**Dates:** January & February 2024

**Presented by:** Patricia Robertson, Executive Director  
Isaura Ocampo, Housing Navigator  
Erik Guzman-Rangel, Program & Project Associate  
Olya Egorov, Housing Navigator

**Prepared by:** Isaura Ocampo, Housing Navigator

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## **RENTAL PROGRAMS**

### **Rental Unit Turnover:**

- No unit turnover
- Meeting to discuss the efficiency of the Rental Waitlist
- Currently in search of a NEW Property Manager

### **Waitlist Management:**

- 197 Households
- 536 individuals (including 242 children under 18)
- 26% are households of 2
- 70% are households of 1, 2, 3
- 47% have income below 50% AMI

## **HOMELESSNESS INTERVENTION & HOUSING NAVIGATION**

### **Housing Navigators:**

- DEI Update: Olya
- Regional PIT Count Results Update
  - 12% for Adults,
  - 15% in unaccompanied Youth,
  - 7% for Veterans
- Beginning Tenant Selection for Innsbruck Lodge project
- Navigation for various clients in Mono and Alpine counties

- Includes outreach and coordination for clients for The Parcel
- Enrolled in HUD 12-week Services Seminar
- Continuing search for Rental Subsidies for Innsbruck Lodge
- Submitted first Main Stream Voucher to Stanislaus County Housing Authority

### **Coordinated Entry**

- 71 households entered into coordinated entry by ESCH staff
- Currently, 242 households in the Coordinate Entry System
  - Working to transfer all clients to the SPDAT system
- Policies and Procedures Subcommittee

### **Transitional Housing**

- Birch Creek in June Lake
  - Currently occupied
  - Capital Reserve used (\$5,200)
  - Capital Reserve balance \$24,800.
  - Coord tenant move-out to permanent housing
  - Coord repairs (windows and interior railing)
  - Coord new template tenant occupancy agreement
  - \$5K To MLH for Operating Reserve from Mono County
  - Coord with CES for next transitional household for occupancy

## **OWNERSHIP PROGRAMS**

### **Deed Restriction Retention & Land Trust Expansion**

#### **Town of Mammoth Lakes Bridge Program**

- Annual Monitoring 81% Submitted
  - 2 active compliance cases
- 2 units currently available through the Bridge Program 80-120% AMI
  - 2+ loft / 2 bath
  - 1 bedroom + garage
- 3 additional units coming online soon
  - 1+ loft / 2 bath + garage
  - 1 bedroom + garage
  - 2 bedroom / 2 bath

### Mortgage Assistance

Jurisdiction	Funding Source	AMI	~ Funds Available	Notes
Town	CDBG	80%	~ \$385,000	<i>Available to use</i>
Town	HOME Reuse	80%	~ \$100,000	<b>Pending</b>
Mono County	HOME	80%	~ \$455,800	<b>To be disencumbered</b>
MLH – Mono County + Town	CalHome	80%	~ \$881,000 funds available	Available for: <ul style="list-style-type: none"> <li>• Mortgage Assistance</li> <li>• Rehab</li> <li>• ADU Loans</li> </ul>
Town	PHLA	120%		<i>Waiting for Guidelines from State</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

## Other Work Items Currently Ongoing

- Internal process improvements
  - Internal trainings on AP/AR
  - Accounting firm
    - Payroll
    - Timekeeping
    - Financial reports
  - Audit
  - Dropbox / Microsoft / Email updates
- CCRH internship recruitment
- Tenant Relations and Asset Management
  - Star Apartments
    - Annual income certification in process
    - Winter 22/23 repairs and insurance claim
- RCAC HUD Homeownership Counseling Plan
- 2023 Annual Report
- Rebranding
  - Exterior signage
  - Stickers
  - Legal process (letters going out to all partners/contracts)
- Alpine County Housing Roundtable Discussions
  - Program and project ideas
  - Grant opportunities
  - Potential partnerships
- Grant Coord & admin on Innsbruck Lodge Rental Assistance Funds

## Upcoming Work Program Items

- Community Education – Credit Reports and Credit Scores
- Patricia - Broker's License = 9 courses, 45 hours each
  - 4 courses completed
- Erik – Homeownership
  - *NeighborWorks Homeownership Counseling Certified!*
  - HUD Counselor Test TBD

## Reminders

Reschedule April Board meeting  
Form 700s – Due April 2, 2024

## Upcoming Board Meeting Items

2023 Draft Audit  
PLHA Grant Programs

- Town – DPA
- Inyo – ADU/Rehab Loans
- Bishop – ADU/Rehab Loans