



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

STAFF REPORT

Subject: Consider approval of a letter of support for Executive Director Patricia Robertson to apply for the NeighborWorks Achieving Excellence Program, in Collaboration with Harvard University's John F. Kennedy School of Government.

Presented by: Patricia Robertson, Executive Director
Brian D'Andrea

BACKGROUND

The NeighborWorks Achieving Excellence Program is an opportunity for you to transform your organization for greater impact. Join 49 other high-performing CEOs and senior leaders of community-serving organizations in taking advantage of a valuable opportunity to address your top organizational challenge or opportunity—one that you and your organization define. To properly define the challenge and then address it, you will have the support and accountability of working one-on-one with a top-notch executive coach, cutting-edge leadership curriculum from Harvard University and work with a facilitated group of consultant-peers. You will acquire and apply new skills and knowledge to identify what the “next level” could be for your organization. Then you'll leverage your new tools and support to propel your organization to that desired state.

The program takes place over the course of 16 months.

Many participants spend 60-70% of their time working to address their organizational performance challenge but that is because it is one of the most critical issues on their to-do list right now—something critical that deserves their attention. The NeighborWorks Achieving Excellence Program gives the time, the tools and the forum to focus intensely on one of the most important issues facing your organization.

Timeline:

- Introduction & Orientation: Mid-January & early February 2023, online (exact dates will be posted soon)
- Full Group Convening (Module 1): February 26 - March 3, 2023 at Harvard University
- Cohort Convenings: 2 days during week of April 24, 2023 in Chicago

- Cohort Summer Meeting: July 2023, 1-day meeting with peer group on a date and at a location selected by the group together
- Full Group Convening (Module II): October 2023, online
- Online session & peer group meeting: January 2024, online
- Full Group Convening (Module III): February 2024 at Harvard University
- Final Cohort Convening: Spring 2024, 1 or 2 day meeting with peer group on a date and at a location selected by the group together

Applications are due Tuesday, 10/4 and awards are made November 18, 2022.

FINANCAL ANALYSIS

MLH financial commitment of \$7,500. The actual cost of the program is \$42,000 which is subsidized by NeighborWorks and their sponsors.

ATTACHMENTS:

1. NeighborWorks Decision Worksheet
2. Draft Letter of support from the MLH Board of Directors

HOW DO I PREPARE MY ORGANIZATION FOR FOR WHAT COMES NEXT?

What are the 1-2 most critical issues facing my organization over the next 18-24 months?



What obstacles are preventing me from addressing the issue(s)?

- | | |
|----------------------------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> I don't know how to do it | <input type="checkbox"/> Need to coordinate with others |
| <input type="checkbox"/> No time; I keep meaning to work on it | <input type="checkbox"/> Need more people/more money |



What resources could help me?	Potential solutions	Total cost
Learn new ideas, proven solutions	<ul style="list-style-type: none"> Attend class/exec ed program? Top-notch one-time leadership development programs: \$10,000 for 1-week program; \$2,500-4,000 for online Hire consultant: \$5,000-\$30,000 	\$22,500-85,000
Executive coach for support, hold me accountable	\$15,000 for 6-month contract, \$45,000 for 18 months	
Find peers with experience/expertise	Research resources online, scour journals, connect with colleagues, attend class/program to meet new experts	



NeighborWorks Achieving Excellence Program –
all of that and more, for less

- Intensely focused, guided work on the issue that is most critical to the success of my organization AND
 - 3 week-long executive education sessions from top-notch one-time leadership development programs AND
 - 18 months of one-on-one executive coaching AND
 - 1.5 years with peer group of 9 other seasoned executives AND
- Full cohort of 50 nonprofit leaders with diverse skills, experience and expertise

\$7,500-
\$16,000

WWW.NEIGHBORWORKS.ORG/AE **Application due September 16, 2022**

Program launches early 2023, concludes spring 2024

HOW CAN I PARTICIPATE IN THE NEIGHBORWORKS ACHIEVING EXCELLENCE PROGRAM?

I don't have time for this



This program is not *in addition* to your work – it actually is the work that directly addresses your challenge. You will be working on the MOST IMPORTANT issue facing your organization, as defined by you and your organization.
Can you afford to not focus on it or leave it to chance?

Comments from AE graduates:

"My experiences at the program spurred me to undertake [needed changes] faster and more aggressively."

I can't afford something like this



Though each participant pays \$7,500 - \$16,000, that is only approximately 18-38% of the actual costs. The full cost is \$42,000 per person – the difference is subsidized by NeighborWorks America and partners.

Comments from AE graduates:

"The benefit our organization will get from AE is worth exponentially more than the cost. For example, my performance challenge will make a \$750,000 per year difference in the funds we have available to make our affordable housing mission a reality. That's a pretty good return on investment. But it took the AE Program to make it possible."

"The numbers [alone] do not tell the story, as the funding marketplace changed drastically...we managed to serve the same number of families with fewer resources – by honing our focus, restructuring programs, realigning staff, etc."

What would I need to do to participate?



Go to **www.neighborworks.org/ae**

Complete the application, including essays about most important challenges facing you

Get commitment from your board (if you are CEO/ED) or from CEO/supervisor and have board/CEO/supervisor write co-commitment letter

From staff member of AE graduates

"There is greater motivation: staff and board feel more importance, more significance in what they do. They take pride in accomplishing something measurable. Staff has become more efficient. ...The staff and the board have really stretched more than they were doing before."

From board member of AE graduates

"AE helped [the CEO] decide what needs to be done in terms of additional staff – the right kind of bodies to do particular things – he's added structure where there wasn't before."

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October 3, 2022

Christina Deady
NeighborWorks Achieving Excellence in Community Development
NeighborWorks America
1325 G Street NW, Suite 800
Washington, DC 20005

***Re: Board of Directors Letter of Recommendation for Patricia Robertson
Achieving Excellence in Community Development ("AECD") Program***

Dear Ms. Deady:

On behalf of the Board of Directors for Mammoth Lakes Housing, I'd like to take the opportunity to recommend Patricia Robertson for the Achieving Excellence in Community Development Program.

Over the course of the past decade I have gotten to know Patricia and her work at both the Town of Mammoth Lakes (where I have served as a Councilmember for more than two decades) and Mammoth Lakes Housing (where I serve as President of our Board of Directors). Patricia began her work in the region at the Town of Mammoth Lakes where she was part of the Town's inter-departmental team that created and implemented the successful Transient Occupancy Tax ("TOT") Enforcement & Revenue Collection Program, to enforce nightly rental restrictions per municipal code. This program has been highly successful in regulating our rental housing stock and continues to support our region's investment in affordable housing. Several years later in 2013, Patricia transitioned to the private sector and began her tenure at Mammoth Lakes Housing as a Program Coordinator. By 2018, Patricia was promoted to become our Executive Director where she continues to serve our organization and region.

Throughout her tenure as ED, Patricia has grown the impact, purview and standing of Mammoth Lakes Housing through the tri-county region that we serve. While Mammoth is in our name, MLH's service area includes Mono, Inyo, and Alpine counties. Our region is experiencing a devastating housing crisis which has been exacerbated by the pandemic and resulting work-from-home movement, supply chain issues, a thinning labor pool (in part due to lack of affordability), and the rapidly escalating cost of producing housing in our rural community. Simply put, there is a critical imbalance between housing supply and demand; as a result, the workforce that our community desperately depends on is struggling.

During the pandemic, Patricia and MLH helped to address housing insecurity and affordability issues, raising and deploying nearly \$1.0 million in emergency rental assistance funding that benefited more than 500 households and 200 landlords.

Leveraging a combination of state, federal, and local funding sources Mammoth Lakes Housing has developed and/or rehabilitated 82 affordable rental units and an additional 48 homeownership units. While serving as steward of the Town's ownership deed restricted housing portfolio totaling more than 40 homes, MLH also operates a down payment assistance program to help homebuyers into homeownership. And in the past year alone Patricia has proactively added to this deed-restricted homeownership stock by facilitating the acquisition and/or sale of six (6) homes on the open market and reselling them at affordable prices.

Under Patricia's leadership, MLH has built a pipeline of affordable multifamily housing opportunities. These include an 11-unit adaptive reuse project that has leveraged local and state funding and is expected to break ground in the spring of 2023. Earlier this year, MLH secured Project Homekey funding from the State of California and closed on the acquisition of an 18-unit lodge. Our organization will break ground on the rehabilitation later this year and will reposition the asset into housing for our community members experiencing homelessness. And, we are expanding into the Bishop community with two assets that are under contract: an existing 19-unit disabled affordable community along with a 72-unit new construction partnership deal with Visionary Home Builders.

Beyond all of this, Patricia has elevated the stature of MLH as a leading advocate and voice on housing matters in the region. Patricia regularly engages with Town and County staff on items such as the Housing Element, Continuum of Care, municipal code and public policies, and funding opportunities. Recently, Patricia negotiated contracts with both Alpine and Mono counties that will provide for the ultimate hiring of two housing navigators to serve regional needs. Beyond these "grass tops" efforts, Patricia equally and naturally engages with our ultimate beneficiaries, maintaining an open door and serving as a clearinghouse of affordable housing information for households in need.

Amazingly, Patricia has accomplished all of this with a staff of two, including herself. She has managed to leverage resources such as interns, volunteers, dedicated community members, and the involvement of a very engaged Board of Directors.

In July of this year, MLH celebrated its 20th anniversary. We are incredibly proud of what has been accomplished over our first two decades. Yet as we look to the future we are faced with both agonizing challenges and intriguing opportunities. We believe the Achieving Excellence program is an essential resource to promoting Patricia's development and the ability of MLH to meet this unique and dire moment.

Mammoth Lakes Housing is fortunate to count on Patricia's leadership over the years. She has played a central role in MLH's growth and is a prime candidate for the AE program. On behalf of the Board of Directors I am pleased to recommend Patricia for the Achieving Excellence in Community Development Program. Patricia's prospective participation in this program bodes very well for the future of MLH and the region we serve.

Sincerely,

Kirk Stapp
President, Board of Directors
Mammoth Lakes Housing, Inc.

CC: MLH Board of Directors

Jennifer Kreitz, Vice-President
Lindsay Barksdale
Tony Perkins
Heidi Steenstra

Tom Hodges
Agnes Vianzon
Brian D'Andrea
Sarah Nuttall