



# AGENDA

## BOARD OF SUPERVISORS, COUNTY OF MONO STATE OF CALIFORNIA

Regular Meetings: The First, Second, and Third Tuesday of each month. Location of meeting is specified just below.

MEETING LOCATION Board Chambers, 2nd Fl., County Courthouse, 278 Main St., Bridgeport, CA 93517

### Regular Meeting November 14, 2017

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#### TELECONFERENCE LOCATIONS:

1) First and Second Meetings of Each Month: Mammoth Lakes CAO Conference Room, 3rd Floor Sierra Center Mall, 452 Old Mammoth Road, Mammoth Lakes, California, 93546; 2) Third Meeting of Each Month: Mono County Courthouse, 278 Main, 2nd Floor Board Chambers, Bridgeport, CA 93517.

Board Members may participate from a teleconference location. Note: Members of the public may attend the open-session portion of the meeting from a teleconference location, and may address the board during any one of the opportunities provided on the agenda under Opportunity for the Public to Address the Board.

**NOTE:** In compliance with the Americans with Disabilities Act if you need special assistance to participate in this meeting, please contact Shannon Kendall, Clerk of the Board, at (760) 932-5533. Notification 48 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting (See 42 USCS 12132, 28CFR 35.130).

Full agenda packets are available for the public to review in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517). Any writing distributed less than 72 hours prior to the meeting will be available for public inspection in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517). **ON THE WEB:** You can view the upcoming agenda at <http://monocounty.ca.gov>. If you would like to receive an automatic copy of this agenda by email, please subscribe to the Board of Supervisors Agendas on our website at <http://monocounty.ca.gov/bos>.

***UNLESS OTHERWISE SPECIFIED BY TIME, ITEMS SCHEDULED FOR EITHER THE MORNING OR AFTERNOON SESSIONS WILL BE HEARD ACCORDING TO AVAILABLE TIME AND PRESENCE OF INTERESTED PERSONS. PUBLIC MAY COMMENT ON AGENDA ITEMS AT THE TIME THE ITEM IS HEARD.***

9:00 AM      Call meeting to Order

Pledge of Allegiance

#### 1.      **OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD**

on items of public interest that are within the subject matter jurisdiction of the Board.  
(Speakers may be limited in speaking time dependent upon the press of business)

and number of persons wishing to address the Board.)

2. **RECOGNITIONS - NONE**

3. **COUNTY ADMINISTRATIVE OFFICE**

CAO Report regarding Board Assignments

Receive brief oral report by County Administrative Officer (CAO) regarding work activities.

4. **DEPARTMENT/COMMISSION REPORTS**

5. **CONSENT AGENDA**

(All matters on the consent agenda are to be approved on one motion unless a board member requests separate action on a specific item.)

**A. Termination of Local Emergency declared on January 31, 2017**

Departments: Sheriff

(Leslie Chapman) - Proposed resolution Proclaiming the Termination of Local Emergency declared on January 31, 2017.

**Recommended Action:** Adopt proposed resolution #R17-\_\_\_\_, Proclaiming the Termination of Local Emergency Declared on January 31, 2017, Due to Severe Winter Storms. Provide any desired direction to staff.

**Fiscal Impact:** Fiscal impact not known at this time.

**B. Termination of Local Emergency declared on March 20, 2017**

Departments: Sheriff

Proposed resolution Proclaiming the Termination of Local Emergency declared on March 20, 2017.

**Recommended Action:** Adopt proposed resolution #R17-\_\_\_\_, Proclaiming the Termination of Local emergency Declared on March 20, 2017 Due to Extreme Snowmelt Runoff. Provide any desired direction to staff.

**Fiscal Impact:** Fiscal impact not known at this time.

**C. Ordinance Authorizing CAO to Purchase Real Property Deemed Appropriate for Use as a Site for Supportive Residential Housing**

Departments: Behavioral Health; County Counsel; CAO

5 Minutes

(Robin Roberts) - Proposed ordinance ORD17-\_\_\_\_ An Ordinance of the Mono County Board of Supervisors Authorizing the County Administrator Officer to Perform Any and All Acts Necessary to Approve and Accept for the County the Acquisition of Any Interest in Real Property Deemed Appropriate for Use as a Site for Supportive Residential Housing and Ratifying the County Administrator's

Signature on an Agreement and Any Such Other Documents as May be Necessary to Consummate the Purchase and Close of Escrow of Any Such Acquisition.

**Recommended Action:** Adopt proposed ordinance.

**Fiscal Impact:** There is no fiscal impact to the Mono County General Fund. There is \$2.5 million in the MHSA fund for housing.

**6. CORRESPONDENCE RECEIVED**

All items listed are located in the Office of the Clerk of the Board, and are available for review. Direction may be given to staff regarding, and/or the Board may discuss, any item of correspondence listed on the agenda.

**A. Application for Alcoholic Beverage License**

Departments: Clerk of the Board

Application for alcoholic beverage license for Devil's Creek Enterprises, LLC.

**B. Letter from Dennis Carruth**

Departments: Clerk of the Board

Letter from Dennis Carruth regarding the discussion of snow removal on Virginia Lakes Road from the November 7, 2017 Board meeting.

**C. Letter from Pam Hamic**

Departments: Clerk of the Board

A letter from Pam Hamic of the Northern Mono Chamber of Commerce requesting the Board's support for Cannabis cultivation in Mono County.

**7. REGULAR AGENDA - MORNING**

**A. 17/18 Avalanche Forecasting and Education Services**

Departments: Public Works

15 minutes

(Tony Dublino) - Presentation and discussion of Avalanche Forecasting and Education Services Request for Proposals.

**Recommended Action:** Consider Request for Proposals and provide any desired direction to staff.

**Fiscal Impact:** Unknown at this time. Past contract amount was \$7,000/yr from the Road Fund.

**B. Crowley Lake Skatepark Budget Amendment**

Departments: Public Works

10 minutes

(Peter Chapman) - CSA1 Budget Increase Request for the Crowley Lake Skatepark Project.

**Recommended Action:** Amend the Crowley Lake Skatepark Budget, FY 2017-2018 Capital Improvement Projects Budget 195-CAPIMPROV-5201-5216, from \$650,000 to \$690,000 for construction expenses and reimbursement from County Service Area #1 (CSA1). Approve transfer of \$40,000 from Contingency in the CSA #1 budget to cover this increase (both actions require 4/5ths vote).

**Fiscal Impact:** The total project budget for the skatepark is \$650,000. The budget amendment of \$40,000 increases the Capital Improvement Projects Budget for the skatepark from \$650,000 to \$690,000 and is funded by CSA 1 which includes \$10,000 from their fundraising efforts. This budget request will reduce CSA #1 contingency from \$106,500 to \$66,500. There is no impact to the General Fund.

**C. PUBLIC HEARING Community Development Block Grant 2017 Notice of Funding Availability - 10:00 AM**

Departments: CDD/Finance

30 Minutes

(Megan Mahaffey) - Public hearing regarding Community Development Block Grant 2017 Notice of Funding Availability.

**Recommended Action:** Conduct public hearing. Consider and possibly adopt the proposed Resolution R17-\_\_\_\_\_ authorizing the County Administrative Officer or her designee to apply on behalf of the County for grant funds through the Community Development Block Grant Program and take related actions. Provide any desired direction to staff.

**Fiscal Impact:** None at this time.

**D. Housing Needs Assessment**

Departments: Community Development

1 hour (20 minute presentation, 40 minute discussion)

(Jen Garner (BBC Reserach and Consulting)) - BBC Research and Consulting will present the Mono County Needs assessment. This data will serve as the basis for updating the Housing Mitigation Ordinance and Mono County Housing Element. The discussion today will provide direction and shape the approach for how we will alleviate the housing shortage in Mono County.

**Recommended Action:** Receive presentation on Mono County Housing Needs Assessment; provide any desired direction to staff on approach to alleviate the housing shortage in Mono County.

**Fiscal Impact:** Minimal impact. Funded via CDBG grant, in-kind match and Town of Mammoth Lakes contribution.

**E. Employment Agreement for Director of Social Services**

Departments: Human Resources

5 minutes

(Dave Butters) - Proposed resolution approving a contract with Kathy Peterson as Director of Social Services, and prescribing the compensation, appointment and conditions of said employment.

**Recommended Action:** Announce Fiscal Impact. Approve Resolution #R17-\_\_\_\_, approving a contract with Kathryn Peterson as Director of Social Services, and prescribing the compensation, appointment and conditions of said employment. Authorize the Board Chair to execute said contract on behalf of the County.

**Fiscal Impact:** The cost for this position for the remainder of FY 2017-2018 (November 14, 2017 through June 30, 2018) is approximately \$109,303 of which \$77,388 is salary, and \$31,915 is the cost of the benefits and was included in the approved budget. Total cost for a full fiscal year (2017-2018) will be \$158,319 of which \$112,092 is annual salary and \$46,227 is the cost of the benefits.

**8. OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD**

on items of public interest that are within the subject matter jurisdiction of the Board. (Speakers may be limited in speaking time dependent upon the press of business and number of persons wishing to address the Board.)

**9. CLOSED SESSION**

**A. Closed Session--Human Resources**

CONFERENCE WITH LABOR NEGOTIATORS. Government Code Section 54957.6. Agency designated representative(s): Stacey Simon, Leslie Chapman, Dave Butters, Janet Dutcher, and Anne Larsen. Employee Organization(s): Mono County Sheriff's Officers Association (aka Deputy Sheriff's Association), Local 39--majority representative of Mono County Public Employees (MCPE) and Deputy Probation Officers Unit (DPOU), Mono County Paramedic Rescue Association (PARA), Mono County Public Safety Officers Association (PSO), and Mono County Sheriff Department's Management Association (SO Mgmt). Unrepresented employees: All.

**B. Closed Session - Employee Evaluation, County Counsel**

PUBLIC EMPLOYEE PERFORMANCE EVALUATION. Government Code section 54957(b)(1). Title: County Counsel.

**THE AFTERNOON SESSION WILL RECONVENE NO EARLIER THAN 1:00 P.M.**

**10. OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD**

on items of public interest that are within the subject matter jurisdiction of the Board. (Speakers may be limited in speaking time dependent upon the press of business and number of persons wishing to address the Board.)

## 11. **REGULAR AGENDA - AFTERNOON**

### A. **Superintendent of Schools Report**

Departments: CAO

30 minutes

(Dr. Stacey Adler, Superintendent of Schools) - Superintendent of Schools, Dr. Stacey Adler will give an update on County Office of Education topics including: 1. Total enrollment for all districts. 2. Data from recent test scores release for each district. 3. Information regarding "CA Dashboard." 4. Update regarding the Child Development Center. 5. Update regarding Footsteps2Brilliance. 6. Information regarding Dr. Adler's role with the California County Superintendents Educational Services Association.

**Recommended Action:** Hear update regarding County Office of Education activities.

**Fiscal Impact:** None.

### B. **2017 5-Year Road Capital Improvement Program**

Departments: Public Works - Engineering

1 hour (30 minutes presentation, 30 minutes discussion)

(Garrett Higerd) - Draft 5-year Road Capital Improvement Program (CIP) with recommendations for approximately \$19,000,000 in projects over the next five years.

**Recommended Action:** 1. Receive presentation on 2017 5-Year Road Capital Improvement Program (CIP) and provide any desired direction to staff. 2. Approve the 2017 5-Year Road CIP, including a prioritized list of road improvement projects. 3. Recommend local project priorities to the Mono Local Transportation Commission for the 2018 State Transportation Improvement Program (STIP).

**Fiscal Impact:** Estimates of future funding sources are based on the best information available and will be updated annually. Projects scheduled for Fiscal Year 2017-2018 are included in the approved Fiscal Year 2017-2018 budget. Future projects will be budgeted individually in the fiscal year expenditures will occur.

## 12. **BOARD MEMBER REPORTS**

The Board may, if time permits, take Board Reports at any time during the meeting and not at a specific time.

**ADJOURN**



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: Sheriff**

**TIME REQUIRED**

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

Leslie Chapman

**SUBJECT** Termination of Local Emergency  
declared on January 31, 2017

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Proposed resolution Proclaiming the Termination of Local Emergency declared on January 31, 2017.

**RECOMMENDED ACTION:**

Adopt proposed resolution #R17-\_\_\_, Proclaiming the Termination of Local Emergency Declared on January 31, 2017, Due to Severe Winter Storms. Provide any desired direction to staff.

**FISCAL IMPACT:**

Fiscal impact not known at this time.

**CONTACT NAME:** Ingrid Braun

**PHONE/EMAIL:** 760-932-7549 / ibraun@monosheriff.org

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<a href="#">Staff Report</a>
<a href="#">Resolution (ss)</a>

**History**

Time	Who	Approval
11/3/2017 5:53 AM	County Administrative Office	Yes
11/7/2017 10:05 AM	County Counsel	Yes

11/7/2017 11:12 AM

Finance

Yes



**MONO COUNTY**  
**SHERIFF**  
*A Commitment to Community Safety and Service*



**Ingrid Braun**  
Sheriff-Coroner

**MONO COUNTY SHERIFF'S OFFICE**

**Michael Moriarty**  
Undersheriff

DATE: November 14, 2017  
TO: The Honorable Board of Supervisors  
FROM: Ingrid Braun, Sheriff-Coroner  
SUBJECT: Termination of Declared Local Emergency

**BACKGROUND:**

On January 31, 2017, the Director of Emergency Services, Sheriff Ingrid Braun, declared a state of local emergency, which was ratified by the Board of Supervisors on February 7, 2017. The local emergency was a result of conditions of extreme peril to the safety of persons and property caused by extreme winter snowstorms.

**DISCUSSION:**

January 2017 proved to be one of the snowiest months on record in Mono County, with over 300 inches of snow falling in the higher elevations. The extreme winter snowstorms resulted in damage to structures, roads and infrastructure in Mono County.

On February 10, 2017, the State of California issued an Emergency Proclamation, including Mono County, relative to the extreme winter snowstorms, and requesting a Presidential Major Disaster Declaration. On March 21, 2017, a Federal Disaster Declaration was approved for the state of California, including Mono County, relative to the extreme winter snowstorms. The Federal Declaration enabled Mono County to seek Federal funding for emergency work and the repair or replacement of facilities damaged by severe winter storms, flooding, and mudslides.

As of November 7, 2017, Mono County had completed all emergency work, repairs and replacements of facilities damaged by the severe winter storms.

**RECOMMENDATION:**

Request that the Board of Supervisors ratify the Resolution Proclaiming the Termination of a Local Emergency as per Mono County Code Section 2.60.080 and Government Code Section 8630(d).

**FINANCIAL IMPACT:**

Mono County is coordinating efforts with the Federal Emergency Management Agency to receive funding for the emergency work, repairs and replacements of facilities. The fiscal impact is not yet known.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'IB', written over a horizontal line.

Ingrid Braun  
Sheriff-Coroner



R17-\_\_

**A RESOLUTION OF THE MONO COUNTY  
BOARD OF SUPERVISORS  
PROCLAIMING THE TERMINATION OF LOCAL EMERGENCY  
DECLARED ON JANUARY 31, 2017, DUE TO  
SEVERE WINTER STORMS**

**WHEREAS**, the Director of Emergency Services, Sheriff Ingrid Braun, declared a state of local emergency in the County of Mono on January 31, 2017, which was ratified by the Board of Supervisors on February 7, 2017, as a result of conditions of extreme peril to the safety of persons and property caused by extreme winter snowstorms; and

**WHEREAS**, the Board thereafter duly reviewed the need for the local emergency in accordance with legal requirements; and

**WHEREAS**, the situation resulting from said conditions of extreme peril is now deemed to be within the control of the normal protective services, personnel, equipment, and facilities within said County of Mono;

**NOW, THEREFORE**, the Board of Supervisors of the County of Mono, State of California, does hereby proclaim the termination of said local emergency.

**PASSED, APPROVED and ADOPTED** this 14th day of November 2017, by the following vote, to wit:

- AYES:**
- NOES:**
- ABSENT:**
- ABSTAIN:**

\_\_\_\_\_  
Stacy Corless, Chair  
Mono County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Clerk of the Board

\_\_\_\_\_  
County Counsel



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: Sheriff**

**TIME REQUIRED**

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

**SUBJECT** Termination of Local Emergency  
declared on March 20, 2017

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Proposed resolution Proclaiming the Termination of Local Emergency declared on March 20, 2017.

**RECOMMENDED ACTION:**

Adopt proposed resolution #R17-\_\_\_, Proclaiming the Termination of Local emergency Declared on March 20, 2017 Due to Extreme Snowmelt Runoff. Provide any desired direction to staff.

**FISCAL IMPACT:**

Fiscal impact not known at this time.

**CONTACT NAME:** Ingrid Braun

**PHONE/EMAIL:** 760-932-7549 / ibraun@monosheriff.org

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<a href="#">Staff Report</a>
<a href="#">resolution (ss)</a>

**History**

Time	Who	Approval
11/3/2017 5:55 AM	County Administrative Office	Yes
11/7/2017 9:56 AM	County Counsel	Yes

11/7/2017 11:11 AM

Finance

Yes

**MONO COUNTY**  
**SHERIFF**  
*A Commitment to Community Safety and Service*



**Ingrid Braun**  
Sheriff-Coroner

**MONO COUNTY SHERIFF'S OFFICE**

**Michael Moriarty**  
Undersheriff

DATE: November 14, 2017  
TO: The Honorable Board of Supervisors  
FROM: Ingrid Braun, Sheriff-Coroner  
SUBJECT: Termination of Declared Local Emergency

**BACKGROUND:**

On March 20, 2017, the Director of Emergency Services, Sheriff Ingrid Braun, declared a state of local emergency, which was ratified by the Board of Supervisors on March 21, 2017. The local emergency was a result of conditions of extreme peril to the safety of persons and property caused by snowmelt and run-off from the extreme winter conditions.

**DISCUSSION:**

The winter of 2016-2017 proved to be one of the snowiest winters on record in Mono County, with over 800 inches of snow falling in the higher elevations. The extreme winter resulted in damage to structures, roads and infrastructure in Mono County. The resulting snowmelt and run-off from the winter conditions exacerbated the damage to structures, roads and infrastructure in Mono County.

On February 10, 2017, the State of California issued an Emergency Proclamation, including Mono County, relative to the extreme winter snowstorms, and requesting a Presidential Major Disaster Declaration. On March 21, 2017, a Federal Disaster Declaration was approved for the state of California, including Mono County, relative to the extreme winter snowstorms. The Federal Declaration enabled Mono County to seek Federal funding for emergency work and the repair or replacement of facilities damaged by severe winter storms, flooding, and mudslides.

As of November 7, 2017, Mono County had completed all emergency work, repairs and replacements of facilities damaged by the severe winter storms.

**RECOMMENDATION:**

Request that the Board of Supervisors ratify the Resolution Proclaiming the Termination of a Local Emergency as per Mono County Code Section 2.60.080 and Government Code Section 8630(d).

**FINANCIAL IMPACT:**

Mono County is coordinating efforts with the Federal Emergency Management Agency to receive funding for the emergency work, repairs and replacements of facilities. The fiscal impact is not yet known.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "IB", written over a horizontal line.

Ingrid Braun  
Sheriff-Coroner



R17-\_\_

**A RESOLUTION OF THE MONO COUNTY  
BOARD OF SUPERVISORS  
PROCLAIMING THE TERMINATION OF LOCAL EMERGENCY  
DECLARED ON MARCH 20, 2017  
DUE TO EXTREME SNOWMELT RUNOFF**

**WHEREAS**, the Director of Emergency Services, Sheriff Ingrid Braun, declared a state of local emergency in the County of Mono on March 20, 2017, which was ratified by the Board of Supervisors on March 21, 2017, as a result of conditions of extreme peril to the safety of persons and property caused by snowmelt and runoff from severe winter storms beginning in January 2017; and

**WHEREAS**, the Board thereafter duly reviewed the need for the local emergency in accordance with legal requirements; and

**WHEREAS**, the situation resulting from said conditions of extreme peril is now deemed to be within the control of the normal protective services, personnel, equipment, and facilities within said County of Mono;

**NOW, THEREFORE**, the Board of Supervisors of the County of Mono, State of California, does hereby proclaim the termination of said local emergency.

**PASSED, APPROVED and ADOPTED** this 14th day of November, 2017, by the following vote, to wit:

**AYES:**  
**NOES:**  
**ABSENT:**  
**ABSTAIN:**

\_\_\_\_\_  
Stacy Corless, Chair  
Mono County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Clerk of the Board

\_\_\_\_\_  
County Counsel



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE** November 14, 2017

**Departments: Behavioral Health; County Counsel; CAO**

**TIME REQUIRED** 5 Minutes

**PERSONS** Robin Roberts

**SUBJECT** Ordinance Authorizing CAO to  
Purchase Real Property Deemed  
Appropriate for Use as a Site for  
Supportive Residential Housing

**APPEARING  
BEFORE THE  
BOARD**

### AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Proposed ordinance ORD17-\_\_\_ An Ordinance of the Mono County Board of Supervisors Authorizing the County Administrator Officer to Perform Any and All Acts Necessary to Approve and Accept for the County the Acquisition of Any Interest in Real Property Deemed Appropriate for Use as a Site for Supportive Residential Housing and Ratifying the County Administrator's Signature on an Agreement and Any Such Other Documents as May be Necessary to Consummate the Purchase and Close of Escrow of Any Such Acquisition.

### RECOMMENDED ACTION:

Adopt proposed ordinance.

### FISCAL IMPACT:

There is no fiscal impact to the Mono County General Fund. There is \$2.5 million in the MHSA fund for housing.

**CONTACT NAME:** Robin Roberts

**PHONE/EMAIL:** / rroberts@mono.ca.gov

### SEND COPIES TO:

### MINUTE ORDER REQUESTED:

YES  NO

### ATTACHMENTS:

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[Staff Report](#)

[Proposed Ordinance](#)

History

<b>Time</b>	<b>Who</b>	<b>Approval</b>
11/9/2017 7:48 AM	County Administrative Office	Yes
11/9/2017 9:21 AM	County Counsel	Yes
11/9/2017 8:27 AM	Finance	Yes





MONO COUNTY BEHAVIORAL HEALTH DEPARTMENT

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**COUNTY OF MONO**

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P. O. BOX 2619 MAMMOTH LAKES, CA 93546 (760) 924-1740 FAX: (760) 924-1741

November 14, 2017

**To:** Mono County Board of Supervisors

**From:** Robin K. Roberts, Behavioral Health Director

**Re:** Proposed Ordinance Authorizing CAO to Purchase Real Property to Be Used as A Site for Supportive Residential House.

**Recommended Action:** Adopt proposed ordinance: ORD17- \_\_\_ An Ordinance of the Mono County Board of Supervisors Authorizing the County Administrator Officer to Perform Any and All Acts Necessary to Approve and Accept for the County the Acquisition of Any Interest in Real Property Deemed Appropriate for Use as a Site for Supportive Residential House and Ratifying the County Administrator's Signature on an Agreement and Any Such Other Documents as May be Necessary to Consummate the Purchase and Close of Escrow of Any Such Acquisition.

**Fiscal Impact:** There is no fiscal impact to the Mono County General Fund. There is \$2.5 million in the MHSA fund for housing.

**Discussion:** In September 2017 the Mono County Board of Supervisors approved the Behavioral Health Mental Health Services Act (MHSA) Three Year Plan which included a housing project to build and/or restore housing for the use of Permanent Supportive Housing for those with severe mental illness. Staff has been looking for a suitable location to be used as a future site for supportive housing, but has not yet found one; however, authorizing the CAO now to execute the purchase of real property once a suitable location is found, will help expedite the process which is ideal given the fast and competitive nature of the real estate process and market.

Thank you,

Robin K. Roberts  
Director of Behavioral Health  
Contact: 760.924.1740



ORDINANCE NO. ORD17-\_\_\_

**AN ORDINANCE OF THE MONO COUNTY BOARD OF SUPERVISORS  
AUTHORIZING THE COUNTY ADMINISTRATOR OFFICER TO PERFORM ANY  
AND ALL ACTS NECESSARY TO APPROVE AND ACCEPT FOR THE COUNTY  
THE ACQUISITION OF ANY INTEREST IN REAL PROPERTY DEEMED  
APPROPRIATE FOR USE AS A SITE FOR SUPPORTIVE RESIDENTIAL HOUSING  
AND RATIFYING THE COUNTY ADMINISTRATOR'S SIGNATURE ON AN  
AGREEMENT AND ANY SUCH OTHER DOCUMENTS AS MAY  
BE NECESSARY TO CONSUMMATE THE PURCHASE AND  
CLOSE OF ESCROW OF ANY SUCH ACQUISITION**

**WHEREAS**, the Mono County Department of Behavioral Health (Department) is interested in purchasing real property in Mono County to be used as supportive residential housing; and

**WHEREAS**, the Department has funding available through the Mental Health Services Act to purchase such property and to operate the housing; and

**WHEREAS**, Government Code section 25350.60 allows the Board of Supervisors to authorize a county officer to perform any or all acts necessary to approve and accept for the county the acquisition of any interest in real property; and

**WHEREAS**, the Board finds the purchase of supportive residential housing to be in the public's interest and wishes to formally approve and authorize the County Administrative Officer to execute the purchase of real property which he or she has deemed appropriate and suitable for future use as the site for supportive residential housing in accordance with all applicable laws and regulations.

**NOW, THEREFORE, BE IT RESOLVED** by the Mono County Board of Supervisors as follows:

**SECTION ONE:** The Board hereby approves and authorizes the County Administrative Officer to perform any and all acts necessary to approve and accept for the County the acquisition of any interest in real property he or she deems appropriate for future use as a site for supportive residential housing at a purchase price not to exceed 2.5 million dollars (\$2,500,000) plus such other expenses (if any) associated with due diligence and the close of escrow as the County Administrator may deem appropriate, in an amount not to exceed five thousand dollars (\$5,000) to be paid for with Mental Health Services Act funds.





OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE** November 14, 2017

**Departments: Clerk of the Board**

**TIME REQUIRED**

**SUBJECT** Application for Alcoholic Beverage  
License

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

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### AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Application for alcoholic beverage license for Devil's Creek Enterprises, LLC.

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### RECOMMENDED ACTION:

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### FISCAL IMPACT:

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**CONTACT NAME:** Scheereen Dedman

**PHONE/EMAIL:** x5538 / sdedman@mono.ca.gov

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### SEND COPIES TO:

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### MINUTE ORDER REQUESTED:

YES  NO

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### ATTACHMENTS:

Click to download

[Application](#)

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#### History

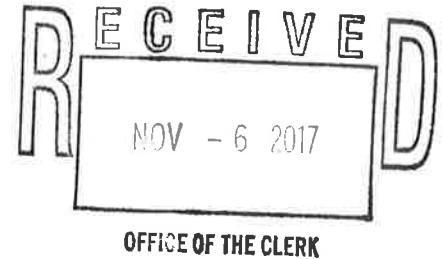
Time	Who	Approval
11/9/2017 7:30 AM	County Administrative Office	Yes
11/9/2017 9:19 AM	County Counsel	Yes
11/9/2017 8:29 AM	Finance	Yes

**APPLICATION FOR ALCOHOLIC BEVERAGE LICENSE(S)**

ABC 211 (6/99)

**TO:** Department of Alcoholic Beverage Control  
 4800 STOCKDALE HWY  
 STE 213  
 BAKERSFIELD, CA 93309  
 (661) 395-2731

File Number: **588223**  
 Receipt Number: **2465120**  
 Geographical Code: **2600**  
 Copies Mailed Date: **October 31, 2017**  
 Issued Date:



DISTRICT SERVING LOCATION: **BAKERSFIELD**  
 First Owner: **DEVIL'S CREEK ENTERPRISES, LLC**  
 Name of Business: **DEVILS CREEK DISTILLERY**  
 Location of Business: **123 COMMERCE DR UNIT B-8  
 MAMMOTH LAKES, CA 93546**  
 County: **MONO**  
 Is Premise inside city limits? **No**  
 Mailing Address: **PO BOX 1639**  
 (If different from premises address) **MAMMOTH LAKES, CA 93546**  
 Type of license(s): **06, 74**

Census Tract **0002.00**

Transferor's license/name: **577657 / DEVIL'S CREEK ENTERPRISES, LLC**

Dropping Partner: Yes  No

<u>License Type</u>	<u>Transaction Type</u>	<u>Fee Type</u>	<u>Master</u>	<u>Dup</u>	<u>Date</u>	<u>Fee</u>
06 - Still	PREMISE TO PREMISE TRANSFER	NA	Y	3	10/30/17	\$400.00
74 - Craft Distiller	PREMISE TO PREMISE TRANSFER	NA	Y	0	10/30/17	\$100.00
Total						\$500.00

Have you ever been convicted of a felony? **No**  
 Have you ever violated any provisions of the Alcoholic Beverage Control Act, or regulations of the Department pertaining to the Act? **No**  
 Explain any "Yes" answer to the above questions on an attachment which shall be deemed part of this application.

Applicant agrees (a) that any manager employed in an on-sale licensed premises will have all the qualifications of a licensee, and (b) that he will not violate or cause or permit to be violated any of the provisions of the Alcoholic Beverage Control Act.

STATE OF CALIFORNIA County of **MONO** Date: **October 30, 2017**

Under penalty of perjury, each person whose signature appears below, certifies and says: (1) He is an applicant, or one of the applicants, or an executive officer of the applicant corporation, named in the foregoing application, duly authorized to make this application on its behalf; (2) that he has read the foregoing and knows the contents thereof and that each of the above statements therein made are true; (3) that no person other than the applicant or applicants has any direct or indirect interest in the applicant or applicant's business to be conducted under the license(s) for which this application is made; (4) that the transfer application or proposed transfer is not made to satisfy the payment of a loan or to fulfill an agreement entered into more than ninety (90) days preceding the day on which the transfer application is filed with the Department or to gain or establish a preference to or for any creditor or transferor or to defraud or injure any creditor of transferor; (5) that the transfer application may be withdrawn by either the applicant or the licensee with no resulting liability to the Department.

Effective July 1, 2012, Revenue and Taxation Code Section 7057, authorizes the State Board of Equalization and the Franchise Tax Board to share taxpayer information with Department of Alcoholic Beverage Control. The Department may suspend, revoke, and refuse to issue a license if the licensee's name appears in the 500 largest tax delinquencies list. (Business and Professions Code Section 494.5.)

Applicant Name(s)

Applicant Signature(s)

DEVIL'S CREEK ENTERPRISES, LLC



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: Clerk of the Board**

**TIME REQUIRED**

**SUBJECT** Letter from Dennis Carruth

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Letter from Dennis Carruth regarding the discussion of snow removal on Virginia Lakes Road from the November 7, 2017 Board meeting.

**RECOMMENDED ACTION:**

**FISCAL IMPACT:**

**CONTACT NAME:** Scheereen Dedman

**PHONE/EMAIL:** x5538 / sdedman@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<a href="#">Letter</a>

**History**

Time	Who	Approval
11/9/2017 7:33 AM	County Administrative Office	Yes
11/9/2017 9:20 AM	County Counsel	Yes
11/9/2017 8:30 AM	Finance	Yes

Nov. 8, 2017

To: Tony Dublino, Mono County Road Dept.

From: Dennis & Lina Carruth

RE: Virginia Lakes Rd. Plowing

Dear Mr. Dublino,

We were unable to attend yesterday's Board meeting but we were able to watch it live on the web.

Thank you for making the recommendation to extend the plowing to the Trumbull Campground entrance, albeit on a trial basis, which puts the road end outside of the private property subdivision, as it should be.

Here are a few observations:

1. The plan to post "No Parking Anytime" signs is a good one and should be implemented and enforced.
2. The Sheriff's stated willingness to respond to a request from County staff or a resident should help enforce the no parking signs by ticketing violators.
3. It seemed a few Supervisors had no idea where Rand Rd. is, and therefore they can't possibly understand the impact of stopping the plowing there.
4. The other alternatives of plowing to the Big Virginia Lake parking lot or to stopping the plowing below (East of) the subdivision were not even discussed.
5. We are totally opposed to the County's fallback position to return to Rand Rd. as a stopping point, if there is a problem with the Trumbull end point.

As stated in our letter dated Oct. 20, 2017, the practice of plowing the road to Rand Rd. has resulted in the "clearing" on our property, at the SW corner of Rand & V.L. Rd., being used by the County as part of the equipment turnaround area, which then turns into the parking lot/camp ground or trailhead, as you put it. Again, this is not acceptable to us. Therefore, please be advised, if this practice continues in the future we will have no choice but to have our property corner surveyed and marked and then install large boulders along our property lines on both Rand Rd. & Virginia Lakes Rd. to prevent this unwanted and presumably illegal use of our property.

This is not something we want to do, but if the uncontrolled general public is going to be dumped at our doorstep, we feel we have no other choice. **Generally, it seems that many in the County leadership are in favor of the increased recreational use of our area, with the financial benefits it brings to both business & government, but are not willing stand up and take responsibility for the negative impact of that use and/or to attempt to mitigate same, i.e. creating a real back country parking lot, with facilities, at Big Virginia Lake.**

We would appreciate it if you would make the Road Dept. staff and equipment operators aware of our position on the use of our private property "clearing".

Again, thank you for the recommendation, and for any assistance you can provide in avoiding the Rand Rd. option (or any other within the subdivision).

Sincerely,

Dennis & Lina Carruth

Cc: Board of Supervisors





**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: Clerk of the Board**

**TIME REQUIRED**

**SUBJECT** Letter from Pam Hamic

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

A letter from Pam Hamic of the Northern Mono Chamber of Commerce requesting the Board's support for Cannabis cultivation in Mono County.

**RECOMMENDED ACTION:**

**FISCAL IMPACT:**

**CONTACT NAME:** Scheereen Dedman

**PHONE/EMAIL:** x5538 / sdedman@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<a href="#">Letter</a>

**History**

Time	Who	Approval
11/9/2017 7:31 AM	County Administrative Office	Yes
11/9/2017 9:20 AM	County Counsel	Yes
11/9/2017 8:29 AM	Finance	Yes

# *Northern Mono Chamber of Commerce*

*15281 Hwy. 395 - Topaz, CA 96133*

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**Phone: (530)208-6474**

To: Mono County Board of Supervisors

Dear Members of the Mono County Board of Supervisors:

The Northern Mono Chamber of Commerce and the businesses of Walker, Coleville, and Topaz have voted their full support of the legalized recreational cannabis in the State of California.

While the State of California works to implement the will of our citizens and build a comprehensive regulatory and enforcement system we request your support for Cannabis cultivation and subsequent distribution and sales initiative in Mono County. It is the uncontested opinion of the NMCC membership that the industry will bring opportunities to the area including badly needed jobs and revenue to the Antelope Valley and our county.

We also ask that you not delay and move forward once all requirements are set from the State of California.

Respectfully,

Pam Hamic, President  
Northern Mono Chamber of Commerce



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: Public Works**

**TIME REQUIRED** 15 minutes

**PERSONS APPEARING BEFORE THE BOARD** Tony Dublino

**SUBJECT** 17/18 Avalanche Forecasting and Education Services

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Presentation and discussion of Avalanche Forecasting and Education Services Request for Proposals.

**RECOMMENDED ACTION:**

Consider Request for Proposals and provide any desired direction to staff.

**FISCAL IMPACT:**

Unknown at this time. Past contract amount was \$7,000/yr from the Road Fund.

**CONTACT NAME:** Tony Dublino

**PHONE/EMAIL:** 760.932.5415 / tdublino@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<a href="#">Staff Report</a>
<a href="#">Draft RFP</a>
<a href="#">Sample Contract</a>

**History**

Time	Who	Approval
11/9/2017 7:33 AM	County Administrative Office	Yes
11/9/2017 9:18 AM	County Counsel	Yes

11/9/2017 8:27 AM

Finance

Yes



# MONO COUNTY DEPARTMENT OF PUBLIC WORKS

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Post Office Box 457 • 74 North School Street • Bridgeport, California 93517  
(760) 932-5440 • Fax (760) 932-5441 • [monopw@mono.ca.gov](mailto:monopw@mono.ca.gov)

Garrett Higerd, PE; County Engineer

**Date:** November 14, 2017  
**To:** Honorable Board of Supervisors  
**From:** Tony Dublino, Interim Director of Public Works  
**Subject:** Avalanche Forecasting Services winter 2017/2018

## **Recommended Action:**

Direct staff to issue Avalanche Forecasting RFP, in substantial conformance with draft.

**Fiscal Impact:** None at this time.

## **Discussion:**

The County has contracted for avalanche forecasting for the last several years. Following last year's record-setting winter, those services were utilized in many ways they had not been utilized in years prior. On May 9<sup>th</sup>, 2017, the Board was presented with a recap of the winter, and discussed ways the services may be improved for winter 17/18.

The attached RFP addresses comments from May 9th, including:

- The provision for the selected forecaster to attend public meetings to discuss avalanche awareness and County policy regarding avalanche threat.
- Specific forecast requirements that provide for the timely distribution and update to issued advisories

There are two specifics to this RFQ that have generated some comments from avalanche forecasters.

One involves the 'rating' system to be utilized in the forecasts. The recommended alternative is more specific and could provide a clear direction for closure of a road, or for postponement of snow removal activities. The alternative (advocated by at least one avalanche forecaster) is more flexible, and would allow the Road Division greater latitude in making operational decisions. Staff is prepared to issue the RFP with either alternative.

The second is the maintenance and upkeep of the weather station in Bridgeport. Staff worked with the USFS to obtain a Use Permit to install the weather station, has visited the remote site to install, remove, and service the weather station, and intends to set the station once again in place in the weeks to come. The County is committed to maintaining the functionality of the station, but forecasters should be able to provide forecasts in the case of malfunction and absence of this data. Forecasters are welcome to place a weather station of their own choosing at the County's permitted site, and/or to contribute to the maintenance and upkeep of the County's station, but this effort should be considered as an integral part of the forecasting services, to the extent determined necessary by the individual forecaster.

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Because there has been expressed interest in these services from at least two potential contractors, the distribution of a Request for Proposals appears a logical next step to retain the services for winter 17/18. If you have any questions regarding this item, please contact me at (760) 932-5415.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tony Dublino". The signature is written in a cursive, flowing style.

Tony Dublino  
Interim Director of Public Works



# MONO COUNTY DEPARTMENT OF PUBLIC WORKS

POST OFFICE BOX 457 • 74 NORTH SCHOOL STREET • BRIDGEPORT, CALIFORNIA 93517  
760.932.5440 • Fax 760.932.5441 • [monopw@mono.ca.gov](mailto:monopw@mono.ca.gov) • [www.monocounty.ca.gov](http://www.monocounty.ca.gov)

## REQUEST FOR PROPOSALS

### AVALANCHE AND WEATHER FORECASTING SERVICES MONO COUNTY, CALIFORNIA



November 14, 2017

## **Introduction**

The Mono County Department of Public Works (Public Works) is soliciting proposals from qualified avalanche professionals to perform avalanche forecasting for Mono County.

The County of Mono has many roads that cross under significant avalanche paths. County equipment operators, residents and tourists utilize these roads year-round. During winter months, significant snowstorms can create serious avalanche conditions which pose risk to anyone traveling on sections of certain roads.

The County wishes to obtain periodic avalanche forecasts that can be utilized to make determinations on whether certain roads should be closed during severe weather events. Such forecasts need not be specific to each potential avalanche path, but should be supported by data and information to enable regional, or road-by-road decision making.

## **Project Description**

The County of Mono is seeking avalanche forecasts for the following roads (divided into "Regions"):

### **Region A:**

- A1. Twin Lakes Road (Near Bridgeport)
- A2. Virginia Lakes Road (South of Bridgeport)

### **Region B:**

- B1. Lundy Lakes Road (Northwest of Lee Vining)
- B2. Picnic Grounds Road (Near Lee Vining)
- B3. Lakeview Drive (Near June Lake)

### **Region C:**

- C1: Crowley Lake Drive (at McGee Mountain)
- C2. Crowley Lake Drive (at Ojai Ridge)
- C3. Rock Creek Road Narrows (near Tom's Place)
- C4. Mountain View Road, Foothill Road and Swall Meadows Road (Swall Meadows)
- C5. Lower Rock Creek Road Narrows (above Swall Meadows)

### **Region D:**

- D1: Benton Crossing Road (near Wildrose Summit)

## **Forecast Requirements**

Forecasts shall be provided at least once weekly between December 1, 2017 and April 1, 2018.

Forecasts shall be delivered each Monday by 0800.

During periods of active and changing avalanche conditions, or whenever a warning impacting



road operations (high; extreme) is currently posted, warning shall be updated at least every 24 hours, by 0800. Additional forecasts, when justified, may be posted at other times.

Each avalanche forecast must include an individual avalanche risk factor [suggested: No Rating, Low, Considerable, High, or Extreme]; [alternative: Low, Considerable, High) for each of the above roadways and hazard zones (unless road is closed for season)

The forecasts shall be delivered vial email to the following recipients:

1. Public Works Director
2. Road Operations Supervisor
3. Road Maintenance Supervisors
4. Facilities Superintendent
5. Mono County Sheriff
6. County Administrative Officer

### **Deliverables**

The respondent(s) retained by the County pursuant to this RFP shall furnish the following work products:

1. Provide avalanche forecasts to Mono County staff as described above.
2. Prepare and present one avalanche training session (hazard assessment, beacon use, search methods) for Mono County Staff no later than December 22, 2017.
3. Prepare and present one public meeting for interested community members to discuss avalanche awareness pertinent to residential communities, and a discussion regarding Mono County's road plowing policy.
4. Attend one Board of Supervisors meeting in December 2017 to speak as needed regarding the County's use of the avalanche forecasts relating to snow removal operations.

### **Proposal Requirements**

Respondents must submit a proposal for all of the deliverables listed above to be considered.

To be considered, proposals must include the following items and/or information:

- A statement of the respondent's qualifications, including brief biographical profiles of the company/organization and key personnel who will be assigned to work on the project;
- A brief list of similar projects performed by the respondent, with owner references and contact information for each;
- A completed Proposal Form with original signature.

### **Proposal Submittal**

To be considered, proposals must be submitted to Public Works by 5:00 pm on Wednesday, November 28, 2017. Proposals submitted by e-mail or fax will be accepted, but must be followed by a signed original by mail to be considered for contract award.

Proposals will be evaluated using the information described above in the section titled "Proposal Requirements." It is the County's intention to evaluate proposals and select a person(s) and/or firm(s) to perform the work described in this RFP and notify those person(s) and/or firm(s) of their selection within a week following receipt of proposals (i.e., by December 6, 2017).

Should anyone submitting a proposal in response to this solicitation find discrepancies in, or omissions from, the specifications contained herein, or should a person submitting the proposal be in doubt as to their meaning, he or she should notify the Interim Public Works Director at 760.932.5415, and should it be found necessary, a written addendum will be sent to all respondents submitting a proposal.

Please contact Tony Dublino, Interim Public Works Director, should you have any questions or comments regarding this project. He may also be reached by e-mail at [tdublino@mono.ca.gov](mailto:tdublino@mono.ca.gov).

DRAFT

**AGREEMENT BETWEEN COUNTY OF MONO**  
**AND [Click here to enter text.](#)**  
**FOR THE PROVISION OF AVALANCHE FORECASTING AND EDUCATION SERVICES**

**INTRODUCTION**

WHEREAS, the County of Mono (hereinafter referred to as "County") may have the need for the avalanche forecasting and education services of [Click here to enter text.](#), of [Click here to enter text.](#) (hereinafter referred to as "Contractor"), and in consideration of the mutual promises, covenants, terms and conditions hereinafter contained, the parties hereby agree as follows:

**TERMS AND CONDITIONS**

**1. SCOPE OF WORK**

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

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

This Agreement is subject to the following Exhibits (as noted) which are attached hereto, following all referenced Attachments, and incorporated by this reference. In the event of a conflict between the terms of an attached Exhibit and this Agreement, the terms of the Exhibit shall govern:

- Exhibit 1:** General Conditions (Construction)
- Exhibit 2:** Prevailing Wages
- Exhibit 3:** Bond Requirements
- Exhibit 4:** Invoicing, Payment, and Retention
- Exhibit 5:** Trenching Requirements
- Exhibit 6:** FHWA Requirements
- Exhibit 7:** CDBG Requirements
- Exhibit 8:** HIPAA Business Associate Agreement
- Exhibit 9:** Other \_\_\_\_\_

**2. TERM**

The term of this Agreement shall be from December 1, 2017, to May 30, 2018, unless sooner terminated as provided below.

**3. CONSIDERATION**

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

B. Travel and Per Diem. Contractor will not be paid or reimbursed for travel expenses or per diem that Contractor incurs in providing services and work requested by the County under this Agreement, unless otherwise provided for in Attachment B.

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

D. Limit upon amount payable under Agreement. The total sum of all payments made by the County to Contractor for services and work performed under this Agreement shall not exceed \$`Click here to enter text.`, or \$`Click here to enter text.` in any twelve-month period, plus (for public works) the amount of any change order(s) approved in accordance with authority delegated by the Board of Supervisors (hereinafter referred to as "Contract Limit"). County expressly reserves the right to deny any payment or reimbursement requested by Contractor for services or work performed that is in excess of the Contract Limit.

E. Billing and Payment. Contractor shall submit to the County, on a monthly basis, an itemized statement of all services and work described in Attachment A, which were done at the County's request. The statement to be submitted will cover the period from the first (1st) day of the preceding month through and including the last day of the preceding month. Alternatively, Contractor may submit a single request for payment corresponding to a single incident of service or work performed at the County's request. All statements submitted in request for payment shall identify the date on which the services and work were performed and describe the nature of the services and work which were performed on each day. Invoicing shall be informative but concise regarding services and work performed during that billing period. Upon finding that Contractor has satisfactorily completed the work and performed the services as requested, the County shall make payment to Contractor within 30 days of its receipt of the itemized statement. Should the County determine the services or work have not been completed or performed as requested and/or should Contractor produce an incorrect statement, the County shall withhold payment until the services and work are satisfactorily completed or performed and/or the statement is corrected and resubmitted.

If Exhibit 4 ("Invoicing, Payment, and Retention") is attached to this Agreement, then the language contained in 4 shall supersede and replace this paragraph 3.E. in its entirety.

F. Federal and State Taxes.

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

(2) County shall withhold California state income taxes from payments made under this Agreement to non-California resident independent contractors when it is anticipated that total annual

payments to Contractor under this Agreement will exceed one thousand four hundred ninety-nine dollars (\$1,499.00).

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

(4) The total amounts paid by County to Contractor, and taxes withheld from payments to non-California residents, if any, will be reported annually to the Internal Revenue Service and the California State Franchise Tax Board.

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

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

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

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

#### **6. OFFICE SPACE, SUPPLIES, EQUIPMENT, ETC**

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

#### **7. COUNTY PROPERTY**

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

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

## 8. WORKERS' COMPENSATION

Contractor shall provide Statutory Workers' Compensation insurance coverage and Employer's Liability coverage for not less than \$1 million (\$1,000,000.00) per occurrence for all employees engaged in services or operations under this Agreement. Any insurance policy limits in excess of the specified minimum limits and coverage shall be made available to County as an additional insured. The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of County for all work performed by Contractor, its employees, agents, and subcontractors.

## 9. INSURANCE

A. Contractor shall procure and maintain, during the entire term of this Agreement or, if work or services do not begin as of the effective date of this Agreement, commencing at such other time as may be authorized in writing by the County Risk Manager, the following insurance (as noted) against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by Contractor, its agents, representatives, employees, or subcontractors:

- General Liability. A policy of Comprehensive General Liability Insurance which covers all the work and services to be performed by Contractor under this Agreement, including operations, products and completed operations, property damage, bodily injury (including death) and personal and advertising injury. Such policy shall provide limits of not less than \$1,000,000.00 per claim or occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project or the general aggregate limit shall be twice the required occurrence limit.
- Automobile/Aircraft/Watercraft Liability Insurance. A policy of Comprehensive Automobile/Aircraft/Watercraft Liability Insurance for bodily injury (including death) and property damage which provides total limits of not less than \$300,000.00 per claim or occurrence applicable to all owned, non-owned and hired vehicles/aircraft/watercraft. If the services provided under this Agreement include the transportation of hazardous materials/wastes, then the Automobile Liability policy shall be endorsed to include Transportation Pollution Liability insurance covering materials/wastes to be transported by Contractor pursuant to this Agreement. Alternatively, such coverage may be provided in Contractor's Pollution Liability policy.
- Professional Errors and Omissions Liability Insurance. A policy of Professional Errors and Omissions Liability Insurance appropriate to Contractor's profession in an amount of not less than \$1,000,000.00 per claim or occurrence/ \$2,000,000.00 general aggregate. If coverage is written on a claims-made form then: (1) the "retro date" must be shown, and must be before the beginning of contract work; (2) insurance must be maintained and evidence of insurance must be

provided for at least five years after completion of the contract work; and (3) if coverage is cancelled or non-renewed, and not replaced with another claims-made policy form with a "retro date" prior to the contract effective date, then Contractor must purchase "extended reporting" coverage for a minimum of five years after completion of contract work.

- Pollution Liability Insurance. A policy of Comprehensive Contractors Pollution Liability coverage applicable to the work being performed and covering Contractor's liability for bodily injury (including death), property damage, and environmental damage resulting from "sudden accidental" or "gradual" pollution and related cleanup costs arising out of the work or services to be performed under this Agreement. Coverage shall provide a limit no less than \$1,000,000.00 per claim or occurrence/ \$2,000,000.00 general aggregate. If the services provided involve lead-based paint or asbestos identification/remediation, the Pollution Liability policy shall not contain lead-based paint or asbestos exclusions.

B. Coverage and Provider Requirements. Insurance policies shall not exclude or except from coverage any of the services and work required to be performed by Contractor under this Agreement. The required policy(ies) of insurance shall be issued by an insurer authorized to sell such insurance by the State of California, and have at least a "Best's" policyholder's rating of "A" or "A+". Prior to commencing any work under this agreement, Contractor shall provide County: (1) a certificate of insurance evidencing the coverage required; (2) an additional insured endorsement for general liability applying to the County of Mono, its agents, officers and employees made on ISO form CG 20 10 11 85, or providing equivalent coverage; and (3) a notice of cancellation or change of coverage endorsement indicating that the policy will not be modified, terminated, or canceled without thirty (30) days written notice to the County.

C. Deductible, Self-Insured Retentions, and Excess Coverage. Any deductibles or self-insured retentions must be declared and approved by Mono County. If possible, the Insurer shall reduce or eliminate such deductibles or self-insured retentions with respect to Mono County, its officials, officers, employees, and volunteers; or the Contractor shall provide evidence satisfactory to Mono County guaranteeing payment of losses and related investigations, claim administration, and defense expenses. Any insurance policy limits in excess of the specified minimum limits and coverage shall be made available to County as an additional insured.

D. Subcontractors. Contractor shall require and verify that all subcontractors maintain insurance (including Workers' Compensation) meeting all the requirements stated herein and that County is an additional insured on insurance required of subcontractors.

## **10. STATUS OF CONTRACTOR**

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

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

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

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

## **11. DEFENSE AND INDEMNIFICATION**

Contractor shall defend, indemnify, and hold harmless County, its agents, officers, and employees from and against all claims, damages, losses, judgments, liabilities, expenses, and other costs, including litigation costs and attorney's fees, arising out of, resulting from or in connection with, the performance of this Agreement by Contractor, or Contractor's agents, officers, or employees. Contractor's obligation to defend, indemnify, and hold the County, its agents, officers, and employees harmless applies to any actual or alleged personal injury, death, damage or destruction to tangible or intangible property, including the loss of use. Contractor's obligation under this paragraph extends to any claim, damage, loss, liability, expense, or other costs that are caused in whole or in part by any act or omission of the Contractor, its agents, employees, supplier, or anyone directly or indirectly employed by any of them, or anyone for whose acts or omissions any of them may be liable.

Contractor's obligation to defend, indemnify, and hold the County, its agents, officers, and employees harmless under the provisions of this paragraph is not limited to, or restricted by, any requirement in this Agreement for Contractor to procure and maintain a policy of insurance and shall survive any termination or expiration of this Agreement.

## **12. RECORDS AND AUDIT**

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

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

## **13. NONDISCRIMINATION**

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



#### **14. TERMINATION**

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

Notwithstanding the foregoing, if this Agreement is subject to General Conditions (set forth as an Exhibit hereto), then termination shall be in accordance with the General Conditions and this paragraph 14 shall not apply.

#### **15. ASSIGNMENT**

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

#### **16. DEFAULT**

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

#### **17. WAIVER OF DEFAULT**

Waiver of any default by either party to this Agreement shall not be deemed to be a waiver of any subsequent default. Waiver or breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach, and shall not be construed to be a modification of the terms of this Agreement unless this Agreement is modified as provided in paragraph 23 below.

#### **18. CONFIDENTIALITY**

Contractor agrees to comply with various provisions of the federal, state, and county laws, regulations, and ordinances providing that information and records kept, maintained, or accessible by Contractor in the course of providing services and work under this Agreement, shall be privileged, restricted, or confidential. Contractor agrees to keep confidential, all such privileged, restricted or confidential information and records obtained in the course of providing the work and services under this Agreement. Disclosure of such information or records shall be made by Contractor only with the express written consent of the County.

#### **19. CONFLICTS**

Contractor agrees that he/she has no interest, and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of the work and services under this Agreement. Contractor agrees to complete and file a conflict-of-interest statement.

## **20. POST-AGREEMENT COVENANT**

Contractor agrees not to use any confidential, protected, or privileged information that is gained from the County in the course of providing services and work under this Agreement, for any personal benefit, gain, or enhancement. Further, Contractor agrees for a period of two (2) years after the termination of this Agreement, not to seek or accept any employment with any entity, association, corporation, or person who, during the term of this Agreement, has had an adverse or conflicting interest with the County, or who has been an adverse party in litigation with the County, and concerning such, Contractor by virtue of this Agreement has gained access to the County's confidential, privileged, protected, or proprietary information.

## **21. SEVERABILITY**

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

## **22. FUNDING LIMITATION**

The ability of the County to enter into this Agreement is based upon available funding from various sources. In the event that such funding fails, is reduced, or is modified, from one or more sources, County has the option to terminate, reduce, or modify this Agreement, or any of its terms within ten (10) days of notifying Contractor of the termination, reduction, or modification of available funding. Any reduction or modification of this Agreement effective pursuant to this provision must comply with the requirements of paragraph 23.

## **23. AMENDMENT**

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

## **24. NOTICE**

Any notice, communication, amendments, additions or deletions to this Agreement, including change of address of any party during the term of this Agreement, which Contractor or County shall be required, or may desire to make, shall be in writing and may be personally served, or sent by prepaid first-class mail or email (if included below) to the respective parties as follows:

County of Mono:

Tony Dublino, Interim Public Works Director

P.O. Box 457

Bridgeport, CA 93517

[tdublino@mono.ca.gov](mailto:tdublino@mono.ca.gov)

[Click here to enter text.](#)

Contractor:

[Click here to enter text.](#)

Click here to enter text.  
Click here to enter text.  
Click here to enter text.  
Click here to enter text.

**25. ENTIRE AGREEMENT**

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

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

**COUNTY OF MONO**

**CONTRACTOR**

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

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

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

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

Taxpayer's Identification or Social Security  
Number: \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_  
County Counsel

APPROVED BY RISK MANAGEMENT:

\_\_\_\_\_  
Risk Manager

**ATTACHMENT A**

**AGREEMENT BETWEEN COUNTY OF MONO**  
**AND** [Click here to enter text.](#)  
**FOR THE PROVISION OF** [Click here to enter text.](#) **SERVICES**

**TERM:**

**FROM: December 1, 2017 TO: May 30, 2018**

**SCOPE OF WORK:**

**ATTACHMENT B**

**AGREEMENT BETWEEN COUNTY OF MONO  
AND [Click here to enter text.](#)  
FOR THE PROVISION OF AVALANCHE FORECASTING AND EDUCATION  
SERVICES**

**TERM:**

**FROM: December 1, 2017 TO: May 30, 2018**

**SCHEDULE OF FEES:**

[Click here to enter text.](#)

See Attachment B1, incorporated herein by this reference (optional).



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: Public Works**

**TIME REQUIRED** 10 minutes

**PERSONS APPEARING BEFORE THE BOARD** Peter Chapman

**SUBJECT** Crowley Lake Skatepark Budget Amendment

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

CSA1 Budget Increase Request for the Crowley Lake Skatepark Project.

**RECOMMENDED ACTION:**

Amend the Crowley Lake Skatepark Budget, FY 2017-2018 Capital Improvement Projects Budget 195-CAPIMPROV-5201-5216, from \$650,000 to \$690,000 for construction expenses and reimbursement from County Service Area #1 (CSA1). Approve transfer of \$40,000 from Contingency in the CSA #1 budget to cover this increase (both actions require 4/5ths vote).

**FISCAL IMPACT:**

The total project budget for the skatepark is \$650,000. The budget amendment of \$40,000 increases the Capital Improvement Projects Budget for the skatepark from \$650,000 to \$690,000 and is funded by CSA 1 which includes \$10,000 from their fundraising efforts. This budget request will reduce CSA #1 contingency from \$106,500 to \$66,500. There is no impact to the General Fund.

**CONTACT NAME:** Peter Chapman

**PHONE/EMAIL:** 760-932-5446 / pchapman@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

<p>Click to download</p> <p> <a href="#">Staff Report</a></p>
---

History

Time

Who

Approval

11/9/2017 10:50 AM	County Administrative Office	Yes
11/7/2017 10:21 AM	County Counsel	Yes
11/9/2017 11:00 AM	Finance	Yes



# MONO COUNTY DEPARTMENT OF PUBLIC WORKS

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POST OFFICE BOX 457 • 74 NORTH SCHOOL STREET • BRIDGEPORT, CALIFORNIA 93517  
760.932.5440 • Fax 760.932.5441 • [monopw@mono.ca.gov](mailto:monopw@mono.ca.gov) • [www.monocounty.ca.gov](http://www.monocounty.ca.gov)

**Date:** November 14, 2017  
**To:** Honorable Chair and Members of the Board of Supervisors  
**From:** Peter Chapman, Project Manager  
**Re:** CSA1 Budget Increase Request for the Crowley Lake Skatepark Project

**Recommended Action:**

Amend the Crowley Lake Skatepark Budget, FY 2017-2018 Capital Improvement Projects Budget 195-CAPIMPROV-5201-5216, from \$650,000 to \$690,000 for construction expenses and reimbursement from County Service Area #1 (CSA1). Approve transfer of \$40,000 from Contingency in the CSA1 budget to cover this increase (both actions require 4/5ths vote).

**Fiscal Impact:**

The total project budget for the skatepark is \$650,000. The budget amendment of \$40,000 increases the Capital Improvement Projects Budget for the skatepark from \$650,000 to \$690,000 and is funded by CSA1 which includes \$10,000 from their fundraising efforts. This budget request will reduce CSA1 contingency from \$106,500 to \$66,500. There is no impact to the General Fund.

**Background:**

Mono County CSA1 approved the skatepark project in their Ten Year Plan. The skatepark was approved by the Mono County Planning Commission on Nov. 9, 2015 as part of the Site Plan at the Crowley Lake Community Center (CLCC) property owned by Mono County. Bidding and award of the construction contract in March and April of 2017 resulted in a contingency of 4.78 percent in the skatepark budget of \$650,000. The \$40,000 increase in the budget will cover additional earthwork, artistic details, and the inclusion of a small street skating area into the project. The budget increase is paid for by CSA1 and it includes all monies raised through fundraising efforts hosted by the local community and the CSA1 for the skatepark.

Please contact me at (760) 932-5446 or by email at [pchapman@mono.ca.gov](mailto:pchapman@mono.ca.gov) if you have any questions regarding this matter.

Respectfully submitted,

Peter Chapman  
Project Manager





**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: CDD/Finance**

**TIME REQUIRED** 30 Minutes

**PERSONS APPEARING BEFORE THE BOARD** Megan Mahaffey

**SUBJECT** PUBLIC HEARING Community Development Block Grant 2017 Notice of Funding Availability - 10:00 AM

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Public hearing regarding Community Development Block Grant 2017 Notice of Funding Availability.

**RECOMMENDED ACTION:**

Conduct public hearing. Consider and possibly adopt the proposed Resolution R17-\_\_\_\_\_ authorizing the County Administrative Officer or her designee to apply on behalf of the County for grant funds through the Community Development Block Grant Program and take related actions. Provide any desired direction to staff.

**FISCAL IMPACT:**

None at this time.

**CONTACT NAME:** Megan Mahaffey

**PHONE/EMAIL:** 760-924-1836 / mmahaffey@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<input type="checkbox"/> <a href="#">Staff Report</a>
<input type="checkbox"/> <a href="#">Resolution</a>
<input type="checkbox"/> <a href="#">NOFA chart</a>

**History**

Time

Who

Approval

11/9/2017 7:29 AM	County Administrative Office	Yes
11/7/2017 10:39 AM	County Counsel	Yes
11/9/2017 8:57 AM	Finance	Yes



# DEPARTMENT OF FINANCE AUDITOR-CONTROLLER COUNTY OF MONO

---

*Stephanie M. Butters*  
Assistant Finance Director  
Auditor-Controller

*Janet Dutcher, CPA, CGFM*  
Director of Finance

*P.O. Box 556*  
*Bridgeport, California 93517*  
*(760) 932-5490*  
*Fax (760) 932-5491*

**Date:** November 14, 2017

**To:** Honorable Board of Supervisors

**From:** Megan Mahaffey - Mono County

**Re:** Mono County Community Development Block Grant (CDBG) Application

**Recommended Action:** Consider and possibly adopt the proposed Resolution R17-\_\_\_\_\_ authorizing the County Administrative Officer or her designee to apply on behalf of the County for grant funds through the Community Development Block Grant Program and take related actions. Provide any desired direction to staff.

**Fiscal Impact:** None at this time.

**Strategic Plan:** The CDBG grant application moves Mono County towards the Strategic Directions of understanding and addressing community needs.

**Background:** The Community Development Block Grant (CDBG) is a federal program allocated through the California Department of Housing and Community Development from the Federal Department of Housing and Urban Development (HUD). The CDBG program is available to all non-entitlement jurisdictions. A non-entitled jurisdiction is a county with fewer than 200,000 residents or unincorporated areas and cities with fewer than 50,000 residents. Mono County has a history of successful CDBG Applications. In previous years, CDBG funds were used for projects that include the June Lake Community Center, Courthouse rehabilitation, Sierra East Mobile Home Park water purification, and the First Time Homebuyer program.

The current Notice of Funding Availability (NOFA) applies to CDBG eligible activities funded under the Economic Development Set aside, Community Development sub allocation, Colonia Set Aside, Native American Set Aside. The NOFA for these funds was released on September 1<sup>st</sup> 2017, with applications due December 1, 2017. This year's NOFA is for approximately \$27 million. Mono County can apply for up to \$5 million for up to two qualifying activities and one Planning Technical Assistance grant. The attached charts provides detail on funding limits for eligible activities. Typical activities funded under each of these areas predominately benefit low- and moderate income Californians and include:

- Business Assistance Projects and Programs
- Microenterprise Assistance Programs
- Homeownership Assistance and Rehab
- Housing Acquisition Projects
- Public Improvements Projects

- Public Facility Projects
- Public Service Programs; and
- Planning and Technical Assistance Grants

CDBG-funded activities may be carried out to benefit an entire jurisdiction, or just a specific area of the jurisdiction, including a combination of incorporated and unincorporated areas. A Service Area is a specific portion of a jurisdiction that will benefit from an activity. The service area will establish how the proposed Low/Moderate Income (LMI) beneficiaries are determined. Service areas must have at least 51% of its people/households documented LMI. A household is considered LMI if the income is 80% or less of the Area Median Income (AMI). The HUD 2017 Median income for Mono is \$75,800 making the 80% limit \$42,500 for a single individual and \$60,650 for a family of four.

Mono County is eligible to apply for funding in the 2017 NOFA provided 50% of the previous award has been spent. The 2015 CDBG award is under way and set to have all activities complete by September 2018. Activities funded through the current contract include:

1. Public Service
2. Parks and Recreation Facilities
3. Technical Assistance

**Discussion:**

A Public Hearing to allow for citizen participation in this year's CDBG potential project list was held on September 21, 2017 as part of the regular Planning Commission meeting. At that public hearing activities of interest included Technical Assistance, Housing, Child Care, Child Care facility and County Jail match. After evaluating all potential activities, staff recommend the 2017 CDBG Grant application include requested funds for:

- Child Care (up to \$500,000)
- Homeownership Assistance and Rehabilitation (up to \$1 million)
- Technical Assistance (up to \$100,000)

**Attachments:**

1. 2017 NOFA Funding Chart
2. Draft Resolution



R15-\_\_

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS AUTHORIZING THE COUNTY ADMINISTRATIVE OFFICER OR HIS DESIGNEE TO APPLY ON BEHALF OF THE COUNTY FOR GRANT FUNDS THROUGH THE COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM AND TAKE RELATED ACTIONS**

**WHEREAS**, the California Department of Housing and Community Development is authorized to allocate Community Development Block Grant (CDBG) funds made available from the U.S. Department of Housing and Urban Development (HUD); and

**WHEREAS**, the Mono County Board of Supervisors has determined that there is a need for CDBG funding within the jurisdictional boundary of Mono County; and

**WHEREAS**, the Federal Citizen Participation requirements were met during the development of this application;

**NOW, THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF MONO RESOLVES** that:

**SECTION ONE:** In response to the 2017 Notice of Funding Availability, Mono County shall submit an application to the CA Department of Housing and Community Development to participate in the CDBG program for an allocation of funds not to exceed \$5,000,000 for the following activities and/or programs as :

- Technical Assistance – no more than \$100,000
- Child Care Services – no more than \$500,000
- Homeownership Assistance/ Housing Rehabilitation - no more than \$1,000,000

**SECTION TWO:** The County Administrative Officer or his designee is hereby authorized and directed to prepare and execute the CDBG grant application and act on the County’s behalf in all matters pertaining to the application.

**SECTION THREE:** If the application is approved, The County Administrative Officer is authorized to enter into and sign the resulting grant agreement and any subsequent amendments with the State of California for the purposes of this grant including funds requests and other required reporting forms.

**PASSED, APPROVED and ADOPTED** this \_\_\_\_\_ day of \_\_\_\_\_, 2015, by the following vote, to wit:

- AYES:**
- NOES:**
- ABSENT:**
- ABSTAIN:**

\_\_\_\_\_  
Stacy Corless, Chair  
Mono County Board of Supervisors

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ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Clerk of the Board

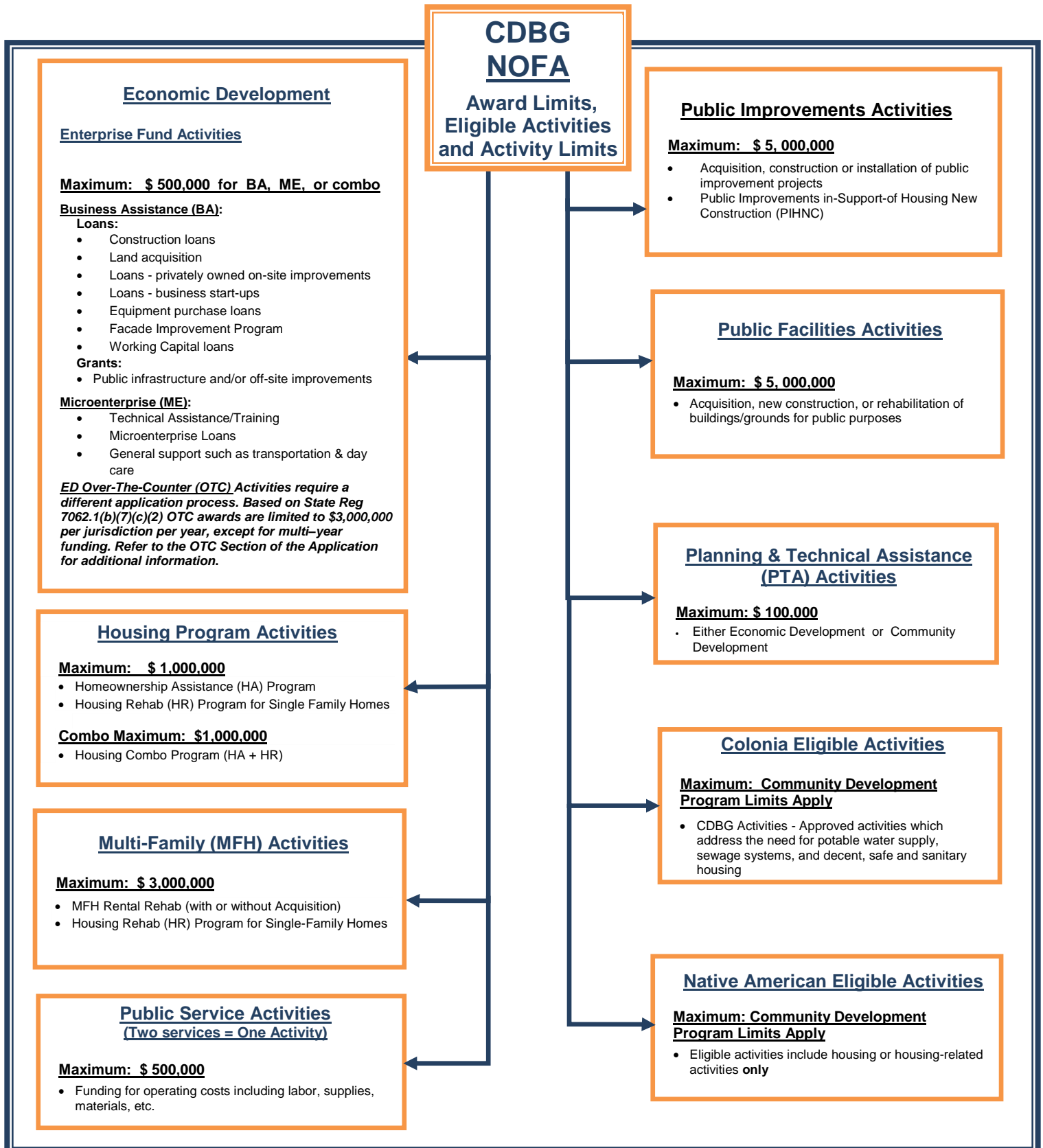
\_\_\_\_\_  
County Counsel

# 2017 CDBG APPLICATION

## Funding Limits and Eligible Activities Chart

**Application Maximum \$5,000,000 (excluding Colonia, Native American and OTC Activities)**

**Only two activities per application, except for combination programs, public services, or planning activity**





**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: Community Development**

**TIME REQUIRED** 1 hour (20 minute presentation, 40 minute discussion)

**PERSONS APPEARING BEFORE THE BOARD** Jen Garner (BBC Reserach and Consulting)

**SUBJECT** Housing Needs Assessment

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

BBC Research and Consulting will present the Mono County Needs assessment. This data will serve as the basis for updating the Housing Mitigation Ordinance and Mono County Housing Element. The discussion today will provide direction and shape the approach for how we will alleviate the housing shortage in Mono County.

**RECOMMENDED ACTION:**

Receive presentation on Mono County Housing Needs Assessment; provide any desired direction to staff on approach to alleviate the housing shortage in Mono County.

**FISCAL IMPACT:**

Minimal impact. Funded via CDBG grant, in-kind match and Town of Mammoth Lakes contribution.

**CONTACT NAME:** Megan Mahaffey

**PHONE/EMAIL:** 760-924-1836 / mmahaffey@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<input type="checkbox"/> <a href="#">Staff Report</a>
<input type="checkbox"/> <a href="#">Housing Needs Presentation</a>
<input type="checkbox"/> <a href="#">Denver Port Article</a>
<input type="checkbox"/> <a href="#">Housing Action Plan</a>

History



<b>Time</b>	<b>Who</b>	<b>Approval</b>
11/9/2017 1:35 PM	County Administrative Office	Yes
11/9/2017 11:02 AM	County Counsel	Yes
11/9/2017 11:00 AM	Finance	Yes

# Mono County Community Development Department

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PO Box 347  
Mammoth Lakes, CA 93546  
760.924.1800, fax 924.1801  
commdev@mono.ca.gov

PO Box 8  
Bridgeport, CA 93517  
760.932.5420, fax 932.5431  
[www.monocounty.ca.gov](http://www.monocounty.ca.gov)

November 14, 2017

**TO:** Honorable Board of Supervisors

**FROM:** Jen Garner – BBC Research and Consulting, Senior Consultant  
Megan Mahaffey - Mono County, Accountant

**RE:** Housing Needs Assessment

## **RECOMMENDATION**

Receive presentation on Mono County Housing Needs Assessment; provide any desired direction to staff on future steps to alleviate the housing shortage in Mono County including updating the Housing Mitigation Ordinance and Housing Element.

## **FISCAL IMPACT**

Minimal impact. Funded via CDBG grant, in-kind match and Town of Mammoth Lakes contribution.

## **BACKGROUND**

Mono County commissioned BBC Research & Consulting to identify the current housing needs in Mono County, and update the last comprehensive study completed in 2005.

The research and data collected will:

- Serve as the basis for updating the Mono County Housing Element and Housing Mitigation Ordinance;
- Inform related planning goals and objectives, including evaluating and regulating short-term rentals to support vibrant self-sustaining communities; and
- Provide a framework for a regional approach to improve the housing shortage in the area. To this end, the study incorporates the Mammoth Lakes Community Housing Action Plan as many of the tools can be used in the unincorporated County.

The study was funded by the state-administered Community Development Block Grant (CDBG) and was expanded by contributing funds from the Town of Mammoth Lakes (TOML). Because the CDBG funds must meet the National Objective of benefiting low- and moderate- income individuals, there would have been regional data gaps without TOML contributing funds.

## **DISCUSSION**

Housing has emerged as a pressing issue in the State of California. Both Mono County and the Town of Mammoth Lakes have done extensive data collection, outreach and work efforts in our

communities in the last year to formulate solutions to a regional issue. The power point presentation from BBC Research and Consulting will inform the discussion today on housing. We do not hope to solve the problem today, but instead get direction on an approach to alleviate the housing shortage in Mono County with a series of steps and a diverse menu of solutions. The Mono County Needs Assessment includes data, a summary of what we are currently doing by way of housing programs and policy, as well as ideas for “expanding the toolkit” to create new housing and preserve existing housing.

Next Steps: The information gathered from the Mono County Housing Needs Assessment and our discussions today will inform an updated Housing Mitigation Ordinance. The Housing Mitigation ordinance will come back to the Mono County Board in December as the current suspension of the ordinance expires January 15, 2018. Additionally, the Mono County Housing Needs Assessment will inform future Housing Policy for inclusion in the update to the Mono County Housing Element. The Mono County Housing Element will be updated in alignment with Town of Mammoth Lakes Housing Element by June 30, 2019.

#### **ATTACHMENTS**

- Presentation on Mono County Needs Assessment
- Mono County Housing Needs Assessment
- Denver Post – “Storm of Scarcity”



# HOUSING NEEDS ASSESSMENT

## FINDINGS AND RECOMMENDATIONS

November 2017

### Presented by

Jen Garner, *Senior Consultant*  
1999 Broadway, Suite 2200  
Denver, Colorado 80202  
(303) 321-2547  
jgarner@bbcresearch.com

**BBC**  
RESEARCH &  
CONSULTING

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# AGENDA

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Research findings

---

Recommendations

---

Recommended action

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# STUDY METHODOLOGY

- Employer survey
- Permanent resident survey
- In-commuter survey
- Seasonal resident survey
- Affordability analysis

Study complements town housing survey

Note: Survey was extended through spring months in order to get greater participation from residents and businesses whose communities and operations are closed during the winter.

---

# EMPLOYER SURVEY

Purpose: To understand how housing challenges affect employment and employers' support for housing policies and programs

Methodology and response:

- Available online
- Marketed to employers by Mono County staff
- 41 employers responded

---

# RESIDENT SURVEY

Purpose: To collect data on housing costs, housing affordability challenges, and greatest housing needs

Methodology and response:

- February 2017 telephone survey targeted to low income areas and low income residents
- March-May 2017 Online survey targeted to Mono County residents
- Available in English and Spanish
- 868 online survey respondents, 301 telephone survey



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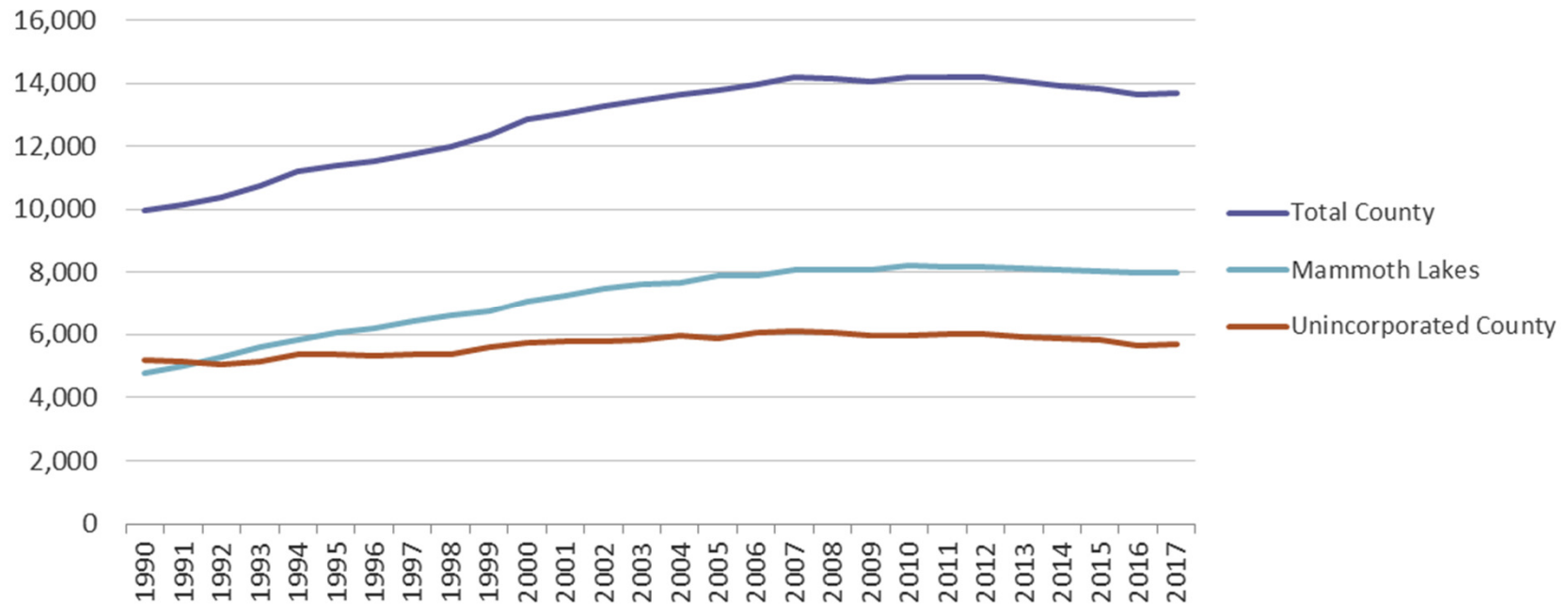
# RESIDENT SURVEY

## Place of residence of survey respondents

Place of Residence	Online survey	Telephone survey
Mammoth Lakes	66%	55%
Crowley	8%	2%
June Lake	7%	7%
Bridgeport	6%	0.3%
Walker	2%	5%
Sunny Slopes	2%	0.3%
Lee Vining	2%	1%
Swall Meadows	2%	-
Coleville	1%	8%
Chalfant Valley	1%	5%
Benton	1%	3%
Other Mono County	2%	13%

# PRIMARY FINDINGS: DEMOGRAPHIC ANALYSIS

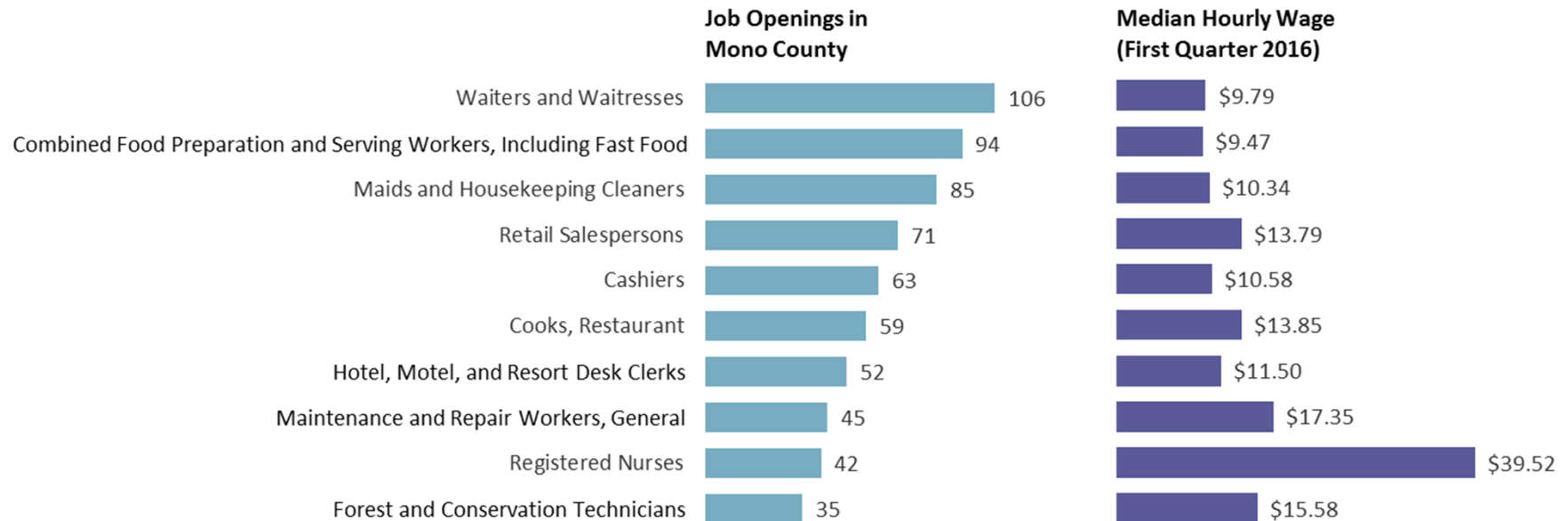
Recovery from the Great Recession has led to recent population growth and increased housing demand



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# PRIMARY FINDINGS: DEMOGRAPHIC ANALYSIS

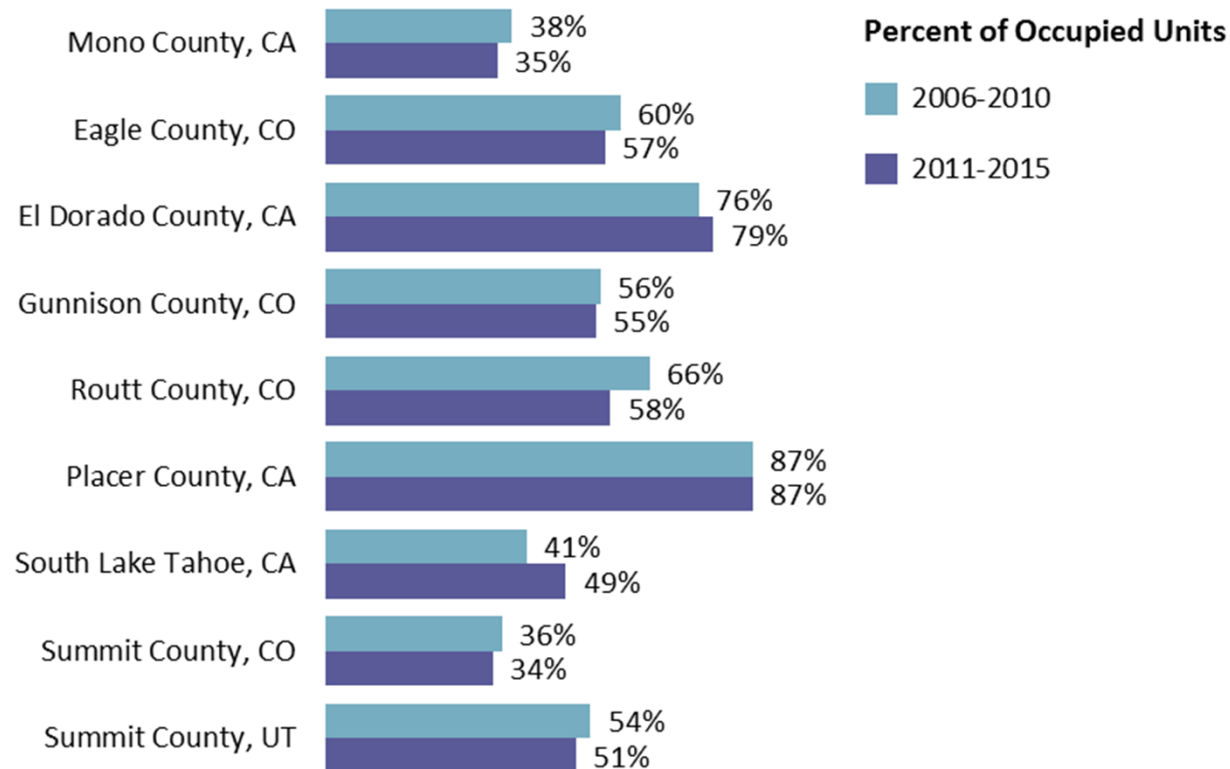
Job openings in the next 5 years will largely be lower wage positions



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## PRIMARY FINDINGS: HOUSING ANALYSIS

Mono County is unique, even among resort communities, for its low proportion of occupied units. 85% of unoccupied units are unoccupied due to seasonal or vacation use



# PRIMARY FINDINGS: HOUSING ANALYSIS

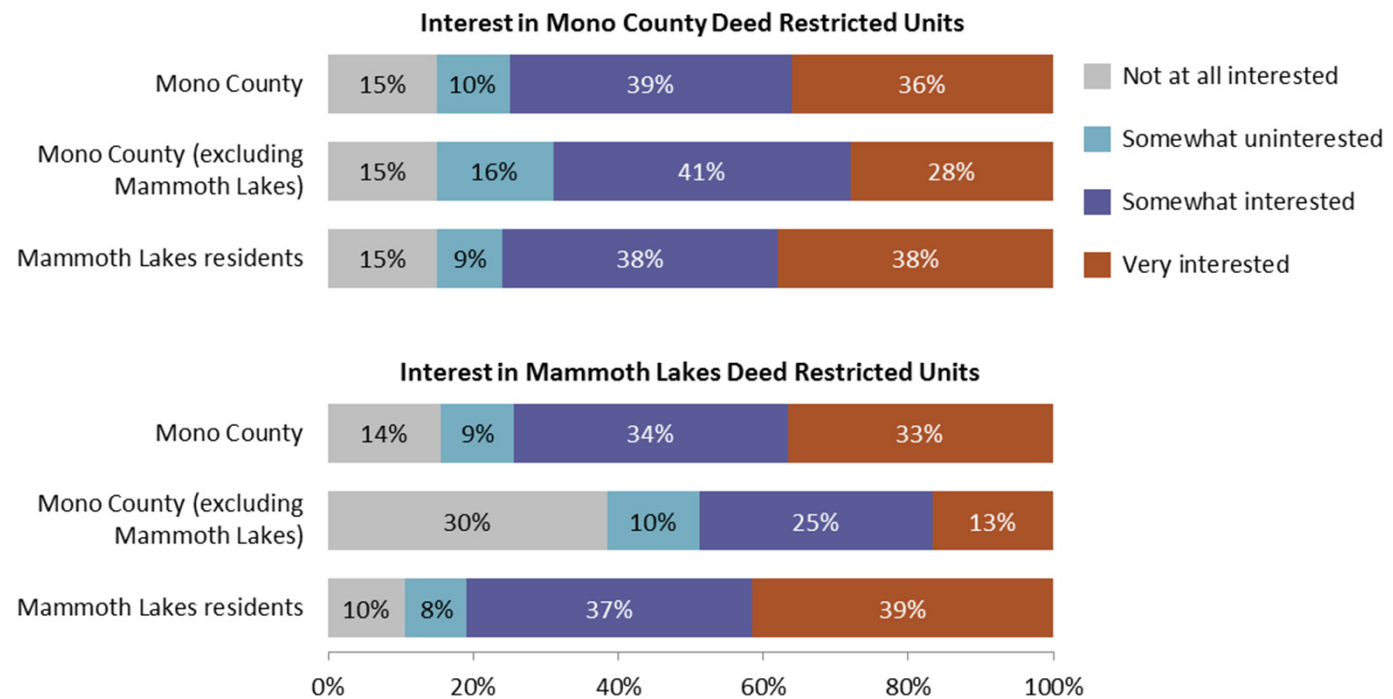
Units for sale priced under \$500,000 are very scarce

Price	No. of units listed	Primary Locations	Workers who could afford (of job categories projected to grow)
<b>Single Family Homes</b>			
\$0-\$150,000	4	Mammoth Lakes (1 cabin), Bridgeport, Coleville	Service, retail, food and beverage
\$150,000-\$250,000	1	Bridgeport	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	5	Bridgeport, Coleville, June Lake	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	10	Bridgeport, June Lake, Bishop, Mammoth Lakes (1)	Professional services, lawyers, civil engineers
\$550,000+	98	Mostly Mammoth Lakes	No significant projected jobs
<b>Total</b>	<b>118</b>		
<b>Condos and Townhomes</b>			
\$0-\$150,000	0		Service, retail, food and beverage
\$150,000-\$250,000	7	Mammoth Lakes	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	24	Mammoth Lakes	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	32	Mammoth Lakes	Professional services, lawyers, civil engineers
\$550,000+	56	Mammoth Lakes	No significant projected jobs
<b>Total</b>	<b>119</b>		
<b>Condos and Townhomes (adjusted for monthly fees)</b>			
\$0-\$150,000	0		Service, retail, food and beverage
\$150,000-\$250,000	0	Mammoth Lakes	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	7	Mammoth Lakes	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	24	near	Professional services, lawyers, civil engineers
\$550,000+	32	Mammoth Lakes	No significant projected jobs
<b>Total</b>	<b>63</b>		
<b>Mobile Homes</b>			
\$0-\$150,000	1	Mammoth Lakes	Service, retail, food and beverage
\$150,000-\$250,000	0	N/A	N/A
\$250,000-\$350,000	0	N/A	N/A
\$350,000-\$450,000	0	N/A	N/A
\$550,000+	0	N/A	N/A
<b>Total</b>	<b>1</b>	N/A	N/A

# PRIMARY FINDINGS: HOUSING ANALYSIS

Renters are paying as much to rent as owners do to service their mortgage

	Mortgage		HOA		Utilities	
	Median	Average	Median	Average	Median	Average
Single family home	\$2,000	\$1,984	\$10	\$109	\$300	\$362
Townhome, duplex	\$1,300	\$1,374	\$400	\$399	\$200	\$263
Condo/apartment building	\$1,085	\$1,270	\$356	\$427	\$200	\$221
ADU	-	-	-	-	-	-
Mobile home/manufactured home	\$670	\$773	\$800	\$775	\$200	\$304
All rents, regardless of type	\$1,515	\$1,708	\$375	\$407	\$300	\$330



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# PRIMARY FINDINGS: RESIDENT SURVEY

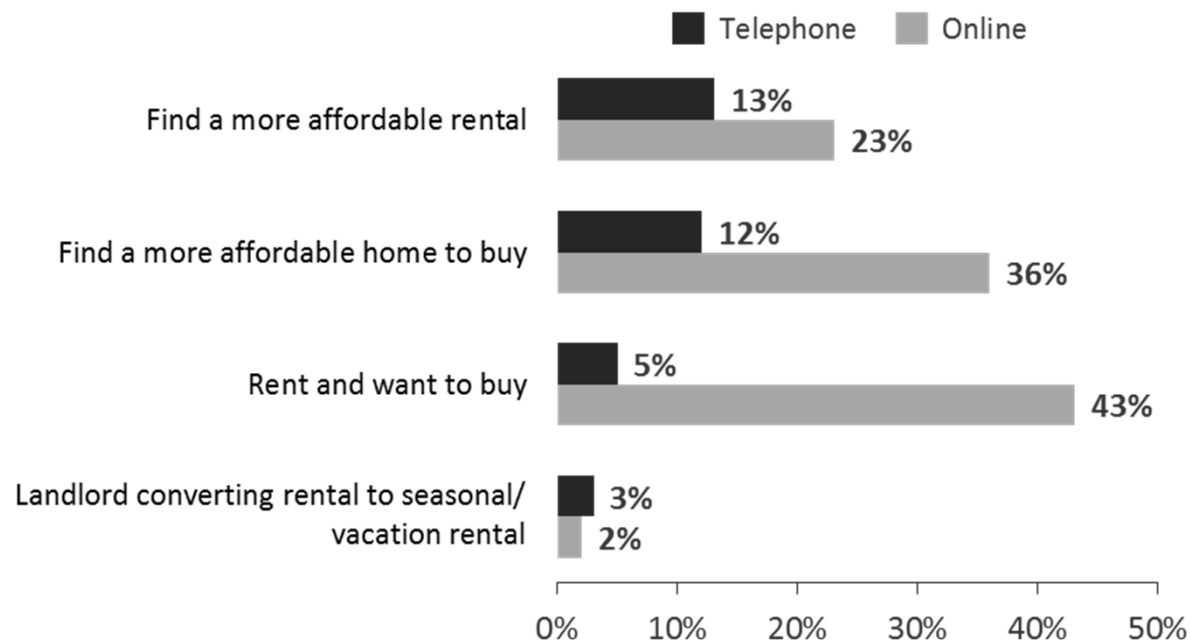
## Housing preferences and displacement:

- Permanent residents place high value on ownership (unusual for resort area)
- Cost of housing is top consideration across resident types
- In the past three years between 13% (telephone) and 29% (online) of renters have had to move out of a Mono County unit when they did not want to move due to. Top reasons include:
  - Owner selling the unit
  - Damage to unit/unit became unlivable
  - Rent increased more than I could pay
  - Personal reasons

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## PRIMARY FINDINGS: RESIDENT SURVEY

**Plan to move in the next five years—25% phone, 32% online.** Primary reasons residents plan to move (note, online could choose up to three responses, phone only their top reason):



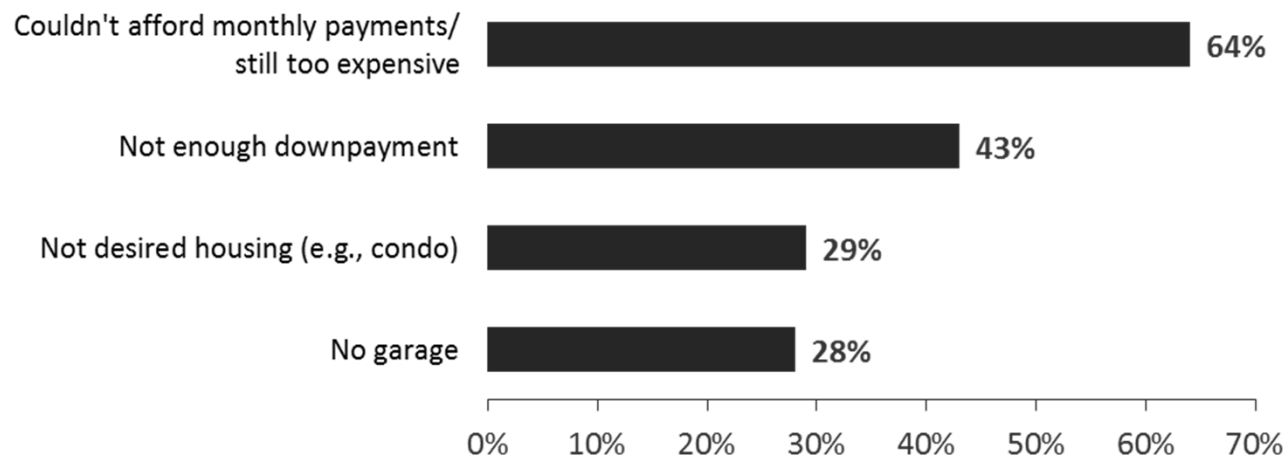


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# PRIMARY FINDINGS: RESIDENT SURVEY

## Interest in assisted ownership:

- Among renters, 31% would be very interested in buying an affordable home in unincorporated Mono County with a deed restriction (no difference between phone and online)
- Top reasons why renters could not buy in the past:



---

## PRIMARY FINDINGS: CURRENT AND FUTURE NEEDS

- An estimated 50 to 100 housing units are needed in the unincorporated County to accommodate unfilled jobs, help workers who will leave the County due to housing conditions, and alleviate some of the needs of renters living in overcrowded conditions. The high end of the need includes workers who are commuting in from other areas.
- Future housing needs are largely determined by employment growth, and estimates of job growth differ widely due to variance in economic conditions. For the unincorporated county, approximately 70 housing units are needed to accommodate new housing demand from employment growth. This is in addition to the 50 to 100 units that are needed to address renters' needs currently.
- **Altogether, the unincorporated County has a need for between 120 and 170 units to accommodate current needs and future employment growth.**

---

## NEXT STEPS

Develop recommendations for how to:

- 1) Update the Housing Mitigation Ordinance
- 2) Incentive the creation of new affordable and workforce housing
- 3) Collaborate with the Town of Mammoth Lakes on their housing action items

---

# HOUSING PLAN CONSIDERATIONS

We recommend the unincorporated County and towns consider the following to address housing needs:

- 1) Incentivize the creation of ADUs
- 2) Update the Housing Mitigation Ordinance
- 3) More actively engage employers in the housing conversation
- 4) Explore incentivizing conversion of short term rentals to long term rentals
- 5) Develop new housing opportunities
- 6) Support creation of a fund for housing
- 7) Continue to regulate the vacation home market
- 8) Evaluate funds for housing rehabilitation assistance
- 9) Explore rental rehabilitation program
- 10) Support acquiring homes offered for sale

Collaborate with the Town of Mammoth Lakes on their housing action items

# QUESTIONS AND DISCUSSION

**BUSINESS**

# “Storm of scarcity” pushing resort companies to spend big on affordable housing in mountain communities

By **JASON BLEVINS** | [jblevins@denverpost.com](mailto:jblevins@denverpost.com) | The Denver Post

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Ski resort companies are shouldering more responsibility for workforce housing after years working in the background with community partnerships.

In Telluride, resort owner Bill Jensen spent \$6 million this year on homesites and revamping an empty apartment complex for employees. Aspen Skiing spent \$4 million on 40 tiny homes it plans to park in a former KOA campground it bought in Basalt. Vail Resorts, which promised \$30 million for employee housing in 2015, is planning a new apartment complex in East Vail to join its new housing partnerships in Summit County, although it has run into resistance from residents concerned with traffic and environmental impacts.

“Workforce housing is one of the biggest challenges facing the ski industry in Colorado right now, and it’s even broader than Colorado,” said Jensen, a veteran ski industry executive who co-owns and runs Telluride ski area. “Ten, 15 years ago, communities hoped solutions would happen — and now look at Telluride, Vail and Aspen Skiing: We are realizing we have to be the leaders in creating the solutions.”

Employee housing was becoming a critical problem in the mid-2000s, but then the economic recession hit and locals with their own housing started working for resort companies. But as the economy improved and locals found jobs elsewhere, resort companies started looking farther afield for workers and that required housing. Add in the boom in resort-area, short-term rentals pinching the supply of long-term housing, and the [housing issue in Colorado's high country has reached crisis level](#).

"It's really getting bad again, but this time, there's really no reason to believe it won't stay this way," said Jeff Hanle with Aspen Skiing.



Jason Blevins, The Denver Post

Philip Jeffreys checks out one of 40 tiny homes Aspen Skiing Co. will use to house workers in a former KOA campground this season. Jeffreys is tasked with doubling the number of employee beds Aspen Skiing can provide to workers and the collection of energy-efficient, 350-square-foot, three-bedroom, one-bathroom homes in Basalt expands the resort operator's housing stock by 102 beds.

The company, which bought the six-acre campground in Basalt in 2008, planted six 300-square-foot, two-bedroom homes on the parcel last season. It worked so well that the [company ordered another 34](#), most of them 350-square-foot three bedroom cabins, for a total of 102 new beds.

The small-home community joins 50 new apartments in Basalt's Willits community, a first-of-its-kind partnership joining Pitkin County, the Roaring Fork School District and Habitat for Humanity on a 27-condo project in Basalt, a 56-unit apartment under construction in Basalt and another public-private partnership in Aspen that will develop about 50 new units across three properties for the city's lottery-awarded affordable housing pool.

"We are seeing this ripple effect of new apartment complexes," Hanle said. "Most of it is government and public-private partnerships meeting these needs, but resort companies are the biggest players up here, so it's somewhat incumbent upon on us to add new housing in order to operate our businesses and help the communities in the valley."

The former KOA campground was packed with RVs and campers as recently as Labor Day. Today, the campground — tucked between a bus route and a bike trail and a half mile from the shops, brewery and restaurants in Basalt's Willits community — is transforming into a neighborhood with new homes rolling in almost every day. With full bathrooms and kitchens, the homes are energy efficient and built with radiant-heat floors and lofts. The park also will host about 14 employees with their own campers. A central lodge offers washing machines, showers and a lounge.

"Our hope is to create a neighborhood, a campus to kind of evoke some of the things that people came here for," said Aspen Skiing's project manager Philip Jeffreys, hired last year to push the company's supply of employee beds from 600 to 1,200 as soon as possible. "They aren't coming here because we pay them the most, you know. They are coming here for an experience, and that experience is on a mountain, but also it's social. That's part of what we are trying to deliver here: a place for friendships and opportunities."

Vail Resorts owns or leases about 1,500 beds in the communities around its Vail and Beaver Creek ski areas and needs about 100 to 300 more. The company owns or leases another 1,500 beds in Summit County, around its Keystone and Breckenridge ski hills.



The continent's largest resort operator last year saw a doubling in the number of recruits turning down jobs because of an inability to secure housing in the Vail Valley. In 2015, the company earmarked \$30 million for partnerships to develop housing in its resort communities in Colorado, Utah and California. Last year, the company inked a 99-year discounted lease for a 28-acre parcel it owns near Keystone to a developer who is planning a 196-unit village of affordable units. That Wintergreen village deal — which gives Vail Resorts a lease for 36 of the 196 new units — accounts for about \$6 million from Vail Resorts' \$30 million pledge. Vail Resorts also converted office space at a Colorado Mountain Express headquarters in Silverthorne to residential and has allowed Summit County to rezone a parcel the company owned to develop 66 affordable, for-sale units. In the last couple years, the company has leased hotel rooms in Eagle — 40 miles downvalley from Vail — for workers.

Summit County is a statewide leader in developing its own affordable housing, with dedicated tax revenue bolstering the number of permanent residents in some form of workforce housing. Breckenridge alone has spent tens of millions of dollars on 14 projects that house more than 1,000 owned or rented homes for both seasonal workers and longtime residents. Over the pass in Vail, the town has a goal of adding 1,000 deed-restricted, affordable units by 2027. The town's 32-home Chamonix project, on 3.6 acres in West Vail, offered homes from \$399,000 to \$739,000 in a lottery that drew 90 applicants. The Chamonix community — the first deed-restricted, for-sale housing project in Vail in almost 20 years — will welcome its first residents at the end of the year.



Jason Blevins, The Denver Post

Aspen Skiing is installing 40 energy-efficient, 350-square-foot, three-bedroom, one-bathroom homes in a former Basalt campground this season, expanding the resort operator's housing stock for employees by 102 beds.

Earlier this year, Vail Resorts learned it owned a 23-acre parcel of land in the Town of Vail along Interstate 70 that, over the past several decades, had been mislabeled as owned by the Forest Service or the Colorado Department of Transportation. The resort company paid back taxes and put together a plan to rezone the steep property to allow affordable rentals and designate about 17 acres for protection as undeveloped natural space.

The company's proposal to rezone the property — which allowed only the construction of duplexes — sought higher-density development that stirred passions among some East Vail residents. Over two town council meetings, the rezoning issue drew almost 50 residents, some of whom pleaded for the project. But more of those attending were neighbors of the project who blasted its impacts on the local bighorn sheep herd and traffic.

Chris Jarnot, the former Vail ski area chief who now serves as executive vice president for Vail Resorts' mountain division, said in an early October council meeting that his company was seeking a downzoning and not applying for roads, bridges and homesites that could harvest the company "a meaningful profit."

The company plans to work with a private developer to sculpt a plan for a yet-unspecified number of affordable units on the parcel, which sits adjacent to a bus stop at the East Vail interchange at I-70.

“Let’s not forget we are in a resort community and our collective vision is to create a vibrant, year-round resort community,” said Kristin Kenney Williams, Vail Resorts’ head of mountain community affairs. “I mean, if not here, where? We’ve been really surprised — in the midst of a crisis — with the pushback.”

The Vail Town Council voted 5-2 for the rezoning, with council member Kim Langmaid, an environmental scientist, opposing the plan and noting her “serious ethical dilemma” in fighting for community housing while protecting the bighorn sheep herd that winters on the parcel.

When the council voted, shouts of “See you in court” erupted from an audience that largely decried the idea of potentially impacting the bighorn with an apartment complex on the acreage.

Opposition to affordable housing is a passionate tradition in Colorado’s ski communities. Very few affordable projects are uncontested. Residents tend to support workforce housing, except when it’s nearby. Kenney Williams has a clip of a [1999 New York Times article](#) headlined “Housing for Poorer Neighbors Offends Vail’s Rich,” with Vail second homeowners such as astronaut and U.S. Sen. John Glenn expressing angst over the town’s plans to develop affordable housing on parcels near their homes.

“Opponents always say why don’t you just build it over there,” said Chris Romer, the head of the Vail Valley Partnership, which has conducted surveys showing 50 percent of the region’s business have open positions that can’t be filled because of the lack of affordable housing. “Well, it’s not always realistic or fair to put it somewhere else. We can’t put all the housing in one place and think it will address a regional issue. Here we have a company recognizing that it’s in their economic best interest to help address this issue for their business and for the community as a whole, ... but it’s discouraging to see there are neighbors everywhere who don’t want it.”

Jensen, in Telluride, worked with residents in Mountain Village and near the townsite of Ilium, where he bought parcels to build affordable housing for buyers and renters.

His resort company bought and renovated an apartment complex in the tony Mountain Village to add 55 bedrooms for employees. When he had the opportunity to buy 23 deed-restricted lots in the Two Rivers neighborhood just outside Telluride, he proposed a mix of rental units and single-family homes. He did the same for a parcel in Mountain Village that was zoned for 13 rental units.

At a packed meeting with county commissioners this summer, Jensen told residents of the Two Rivers community that if the switch from single-family to rental units was too onerous, he would “move on.”

“We ended up with a very favorable response from Two Rivers,” Jensen said. “I tend to look at housing for multiple solutions.”

Across Colorado, resort companies are taking up the affordable housing fight, searching for homes not just for seasonal workers but also for professionals and year-round employees who can't come close to managing average prices that reach several million dollars. While smaller resorts might not be designating \$30 million toward the effort, every operator is doing something. In Winter Park, the ski resort is taking over management of properties from landlords who rent to workers. In Steamboat Springs, the ski area last year offered subsidies to landlords and expanded capacity at its 482-bed The Ponds complex, which is solely for resort employees. At Purgatory, near Durango, the resort offers longtime employees assistance in securing loans to buy homes.

It has become a universal issue for resort operators, said David Perry, the new boss of the new partnership that combined KSL Capital Partners with the owners of Aspen Skiing Co. to acquire 13 iconic ski areas this year.

The combination of climbing home prices in mountain communities, the growing number of professionals working remotely from those communities and the explosion of short-term rentals gobbling up units that once rented to workers has created “a storm of scarcity” around ski resorts, Perry said.

“We are encouraging each of our resorts to get creative and work with local communities ... not just on funding a public-private partnership but with finding the right place for this kind of housing,” Perry said. “As we look at our capital plans, there are definitely some dollars that will be allocated toward employee housing.”

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**TAGS: AFFORDABLE HOUSING, ALPINE SKIING,  
APARTMENTS, ASPEN SKIING COMPANY,  
COLORADO ECONOMY, CONSTRUCTION, HOUSING,  
MORE BUSINESS NEWS, RENTERS,  
SHORT-TERM RENTALS, SKI, SKI AREAS,  
TELLURIDE SKI RESORT, VAIL RESORTS**

### Jason Blevins

Jason Blevins covers tourism, mountain business, skiing and outdoor adventure sports for both the business and sports sections at The Denver Post, which he joined in 1997. He skis, pedals, paddles and occasionally boogies in the hills and is just as inspired by the lively entrepreneurial spirit that permeates Colorado's high country communities as he is by the views.

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# **Mono County Housing Needs Assessment and Residential Survey**

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**FINAL REPORT**

**Final Report**

October 27, 2017

# **Mono County Housing Needs Assessment and Resident Survey**

**Prepared for**  
County of Mono

**Prepared by**  
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# Table of Contents

<b>I. Executive Summary</b>	
Demographic Changes.....	I-2
Housing Market Conditions.....	I-3
<b>II. Housing Market Conditions</b>	
Demographic Overview.....	II-1
Housing Market Conditions.....	II-16
Housing Affordability.....	II-26
Housing Needs Today.....	II-33
Vacation Homes and the Housing Market.....	II-38
<b>III. Survey Analysis</b>	
Methodology.....	III-1
Mono County Residents.....	III-1
Seasonal.....	III-16
Planning Area Residents.....	III-19
Employer Perspectives.....	III-45



# **SECTION I.**

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## **Executive Summary**

# SECTION I.

## Executive Summary

This Executive Summary discusses key findings from the Mono County Housing Needs Assessment. This Needs Assessment presents findings for the unincorporated portions of the County, as well as the County as a whole, and compares housing conditions to those in the Town of Mammoth Lakes. A survey of residents was conducted to inform this Needs Assessment, which allows data to be presented by planning area. That analysis is presented in Section III, and utilizes easy-to-digest infographics. A map of planning areas appears below.

**Figure I-1.**  
**Mono County Planning Areas**



Source: Mono County.

**Background on study.** Mono County commissioned BBC Research & Consulting to identify the current housing needs in Mono County. The last comprehensive study on Housing Needs in Mono County was done in 2005. The research and data collected will serve as the basis for updating the Mono County Housing Element and Housing Mitigation Ordinance. Additionally, the Mono County Need Assessment will inform related planning goals and objectives evaluating and regulating short-term rentals to support vibrant self-sustaining communities. The original scope

of work for the Mono County Needs Assessment was funded by a Community Development Block Grant (CDBG) and was expanded by contributing funds from the Town of Mammoth Lakes. Because the CDBG funds must meet the National Objective of benefiting low- and moderate-income individuals, there were limitations on the data collection effort and scope of work. The Town of Mammoth Lakes and Mono County see value in a regional approach to improve the housing shortage in the area. The financial contribution from the Town of Mammoth Lakes allows us to look at data for both the Town and County for solutions to a regional problem.

**Geographic level of analysis.** This study reports findings at several geographic levels: Unincorporated County, County overall, unincorporated town, and planning area. Data that were collected through the survey are available at the unincorporated town and planning level except when sample sizes are too small for reliable data. The only incorporated part of the County is the Town of Mammoth Lakes. The balance of the County is called the “unincorporated county” in this report.

## **Demographic Changes**

Mono County is home to 13,713 residents. Of these residents, 42 percent (about 5,800 residents) live in the unincorporated county; 58 percent live in the town. Population growth in the County overall has fluctuated during the past 17 years, consistent with economic conditions in the State of California and the nation as a whole. Growth was strongest and most steady during the 1990s, somewhat erratic between 2000 and 2015—and has recently been positive.

On average, Mono County overall added 145 people per year between 1990 and 2017. Most of this gain occurred in the 1990s. Between 2000 and 2017, this average was closer to 50 people per year.

Growth patterns differed considerably by geographic area, with Mammoth Lakes absorbing the lion’s share of County growth. This has led to a shift in the proportion of County residents residing in Mammoth Lakes, from 48 percent in 1990 to 58 percent today.

Mono County’s growth has long been driven by tourism and, more recently, second homeownership. In the past two decades, technological advancements have made it possible for residents to live in resort areas and work remotely, increasing the potential for permanent resident-driven, as well as employment-driven growth. The entrance of Millennials into the workforce—an age cohort that has unprecedented comfort with technology—has contributed to the expansion of work at home options. That said, Mono County workers are less likely to work from home than workers nationally due to the limits on wireless/broadband access. For now, the County’s economy remains tourist and second home driven. Residents surveyed for this study express a strong interest in staying and working in the County. Yet future technological advances enabling remote work could change the character of the County and put even more pressure on the housing market.

The State Department of Finance estimates that the County’s population will increase until 2041, after which it will begin to decline. Growth during the next 10 years (2018-2027) will average 70 people per year—about 20 more people per year than the 2000-2017 average annual growth.

In sum, the County's population growth—both unincorporated areas and the Town's—during the past 25 years has been determined by several factors, all of which are difficult to predict in the future:

- 1) Strong growth in the 1990s associated with migration patterns to the Western U.S. and resident preferences to live in lifestyle communities;
- 2) Dramatic swings in the U.S. economy, influencing tourism, second home acquisition, and private investment; and
- 3) Entrance of the large cohort of Millennials into the workforce and housing market.

Although the proportion of county residents living in Mammoth Lakes increased significantly between 1990 and 2017, this could change due to the mismatch between the salaries of workers who will be in demand and housing prices. If housing prices continue to rise as rapidly as they have in recent years, it is likely that permanent residents, particularly those who desire to purchase a home and have lower incomes, will reside in the unincorporated area. This will put increased pressure on the County to create housing opportunities to accommodate that demand.

## **Housing Market Conditions**

As discussed above, after many years of stagnant growth, the County's population began to increase in the past year. This, along with improvement in the national economy and ability to support second homeownership, has created a new demand for housing—and increase in housing prices.

Although much of the County's overall growth has occurred within the boundaries of the Town of Mammoth Lakes, housing shortages within Town are shifting demand into the unincorporated County. Historically modest development in the County has made it difficult to accommodate this new demand, leading to increased housing prices.

Much of the County's recent housing growth has been driven by second homeownership and, more recently, vacation rentals. At 35 percent, Mono County has one of the lowest permanent resident occupancy rates—and, conversely, highest seasonal occupancy rates—of peer counties.

The unincorporated County remains very much a single family detached home market, with typical rural development patterns. Overall in the County, fewer than 10 percent of units single family attached or duplex/triplex/fourplex products.

The attached products that do exist tend to be luxury units and are in the Town of Mammoth Lakes. Currently, all attached products for sale are located in Mammoth Lakes and are expensive, priced at more than \$550,000. Affordable attached products are a significant need for workforce and families—in the unincorporated county, as well as in the town.

When homes do come up for sale in the unincorporated County they are out of reach for the typical worker. As of August 2017, there were just nine single family homes in the unincorporated County for sale under \$350,000. Another nine were priced between \$350,000 and \$450,000.

Renters who could have moved into ownership in the 1990s cannot find affordable homes to buy—yet the vast majority of them (90%) would like to buy in the next five years. To become homeowners, renters in the County who want to buy would need a home priced at around \$200,000—or \$400,000 for a two-earner renter household. In the unincorporated County, there were fewer than 10 single family homes priced under \$450,000 available for sale in August 2017, and no condominiums.

Renters surveyed for this study recognize that deed-restricted products may be the best opportunity to own and express interest in this possibility: 41 percent of renters surveyed said they would be “very interested” in buying deed-restricted products. Interest was stronger for renters living in Mammoth Lakes: 44 percent said they were “very interested” in such products, compared to 31 percent for Mono County renters living elsewhere in the County.

According to the resident surveys conducted for this study, low income residents—and residents with larger household sizes, e.g., families with children—are more likely to live outside of Mammoth Lakes. Crowley and Bridgeport, for example, have some of the largest proportions of 4-person households in the County. This is likely to continue as housing prices in Mammoth Lakes rise.

Residents who can find housing report that the units have repair needs; this is especially true of renters. Nine percent of renters surveyed for this study say their units are in “poor” condition, 32 percent described them as “fair” condition. For owners, one percent reported the condition of their home as “poor” and nine percent reported the condition as “fair.”

The County has very little housing inventory to absorb future job growth. The jobs most likely to grow in the future are in tourist-related industries: food services and preparation, housekeeping, retail, and services. These jobs typically pay around \$10 per hour—or \$20,000 per year. Most workers in the County hold more than one job, putting their annual earnings closer to \$35,000 per year. This is enough to afford the median rent, particularly with a roommate who works.

A housing model that was developed for this study estimates a range of current and future housing needs. The modeling exercise found a current need of between 175 and 450 rental units in the County overall. The low end of this range captures units that are needed to accommodate unfilled jobs, help workers who will leave the County due to housing conditions, and alleviate some of the needs of renters living in overcrowded conditions. The high end of the range includes providing rental units for in-commuters who want to live in the County. **The model suggests that 50 to 100 units are needed in the unincorporated County.**

The model also estimates significant demand for affordable ownership based on interest of current renters, including strong interest for deed-restricted products. This is true for both renters living in the unincorporated County as well as those living in Mammoth Lakes.

Future housing needs are largely determined by employment growth, and estimates of job growth differ widely due to variance in economic conditions. The housing needs projections for 2022 use three job growth scenarios: one based on last year’s growth, one incorporating the more aggressive state growth estimates, and one based on input from employers who were surveyed for this study.

The most conservative estimate shows a need for 184 additional housing units by 2022. The accelerated growth estimate suggests a need for as many as 664 units. The reality will likely be somewhere in the middle and, for the unincorporated county, require approximately 70 housing units to accommodate new housing demand from employment growth. This is in addition to the 50 to 100 units that are needed to address renters' needs currently. **Altogether, the unincorporated County has a need for between 120 and 170 units to accommodate current needs and future employment growth.**

To avoid facilitating an economy with "worker churn" and a loss in middle income families and residents, it will be imperative that the County and Town facilitate the creation of permanently affordable housing units that accommodate a variety of households. This should be paired with grants and low interest loans that address condition needs, particularly weatherization.

**Figure I-2.  
Current and Future Housing Needs**

Current Housing Needs	County Overall	Mammoth Lakes	Unincorporated County
<b>Renter Demand</b>			
<i>Rental units needed to house workers for unfilled jobs</i>	40-55	40-55	5-10
<i>Commuters who would like to live in Mammoth Lakes</i>	220	220	0
<i>Worker households who plan to leave the County due to lack of housing</i>	31	25	7
<i>Year round worker households that are overcrowded</i>	247	116	131
<i>Seasonal worker households that are overcrowded</i>	44	44	0
<i>Units needed to alleviate overcrowding (1-1.5 unit per overcrowded household)</i>	100-125	55-70	45-55
<i>Renters who had to move because they can't afford housing or their units converted to seasonal (for comparison)</i>	299	199	100
<b>Range of Unmet Demand for Rental Units</b>	<b>175-450</b>	<b>125-350</b>	<b>50-100</b>
<b>Ownership Demand by Renters</b>			
<i>Households who currently rent and want to be owners in the next 5 years</i>	1,009	640	369
<i>Current owners who plan to sell in next five years</i>	363	176	187
<i>Seasonal owners who plan to sell in the next five years</i>	405	359	47
<i>Total units that could be available to new owners</i>	768	534	234
<b>Range of Demand for Ownership</b>	<b>235-625</b>	<b>100-375</b>	<b>135-250</b>
<b>Repair Needs</b>			
Occupied units			
<i>Owners who need repairs (units in "fair" or "poor" condition)</i>	332	176	156
<i>Owners who need significant repairs (units in "poor" condition)</i>	33	18	16
<i>Renters who need repairs (units in "fair" or "poor" condition)</i>	1291	846	445
<i>Renters who need significant repairs (units in "poor" condition)</i>	283	186	98
<b>Future Needs</b>			
<b>From Employer Survey (Lower Bound Estimates)</b>			
FTE equivalent worker housing needed	83		
FTE seasonal workers housing needed	102		
New housing units needed, 2022	184	144	40
<b>Continued Employment Growth Scenario (Middle Estimates)</b>			
Current employment, excluding self employed	7,430		
Growth 2016-2017	2%		
Projected employment, 2022	8,163		
New jobs by 2022 if future growth is similar to 2016-2017	733	608	125
New housing units needed, 2022	339	269	70
<b>State Projections of New Jobs plus Replacement (Upper Bound Estimates)</b>			
New jobs, regional growth by industry applied to Mono County	444		
Replacement jobs	991		
New jobs by 2022 based on state projections	1,435	1,135	300
Employees needed	1,196		
New housing units needed, 2022	664	524	140
<b>Self Employed Workers, Estimated Range of Growth</b>			
Job growth, self-employed workers	240		
New units for self-employed workers	133		

Note: Model assumes that there are 1.8 workers per household, except for seasonal (2.5), and workers hold 1.2 jobs.

Source: BBC Research & Consulting.

# **SECTION II.**

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## **Housing Market Conditions**



## SECTION II.

# Housing Market Conditions

This section describes the housing conditions in Mono County. It focuses on housing unit growth, product type, affordability of housing stock, and future needs for housing. The section begins with an overview of demographic changes in the County.

### Demographic Overview

The State of California's Department of Finance, which maintains population estimates and projections, puts the County's 2017 resident population at 13,713. Of these, about 5,800 live in unincorporated areas of the County. About 58 percent of the County's residents, approximately 8,000 people, live in the Town of Mammoth Lakes ("Mammoth Lakes").

**Population growth and change.** The County's population growth was strongest in the 1990s. After years of steady growth, the County's resident population reached 12,853 in 2000 and peaked at 14,219 in 2011 before it began a steady decline. In 2016-2017, Mono County reported positive population growth for the first time in five years.

Much of the growth was driven by population gains in Mammoth Lakes. Compared to Mammoth Lakes, growth patterns in the rest of the County have been more modest. Between 1990 and 2017, the County added a total of 3,757 people overall. The unincorporated County growth was 540 people. Most of the growth (3,217 or 86%) occurred in Mammoth Lakes.

Between 1990 and 2000, the County added an *average* of 289 people per year. This compares to 54 between 2000 and 2017. For the unincorporated County only, average annual growth was 59 people between 1990 and 2000, and negative 3 between 2000 and 2017.

The infographic below summarizes key elements of County and Town growth between 1990 and 2017. Of note is the shift in the proportion of County residents residing in Mammoth Lakes.



# UNINCORPORATED MONO COUNTY AND TOWN OF MAMMOTH LAKES POPULATION TRENDS

- Mammoth Lakes
- Unincorporated County

## POPULATION CHANGE

## AVERAGE ANNUAL GROWTH

## SHARE OF OVERALL COUNTY POPULATION

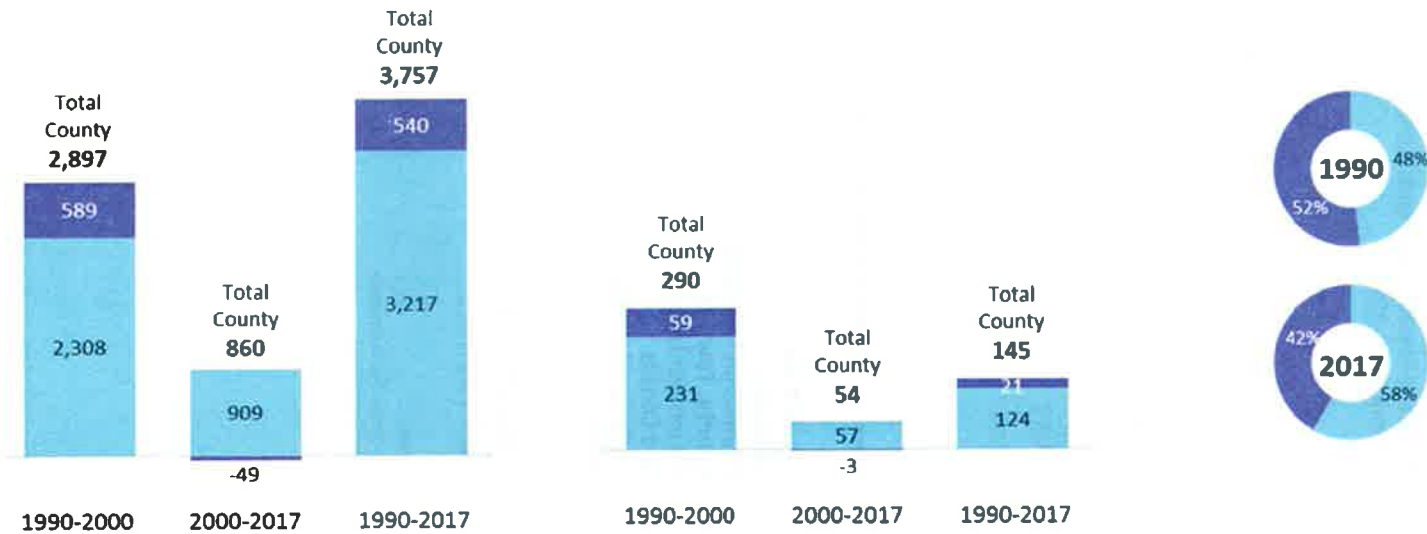
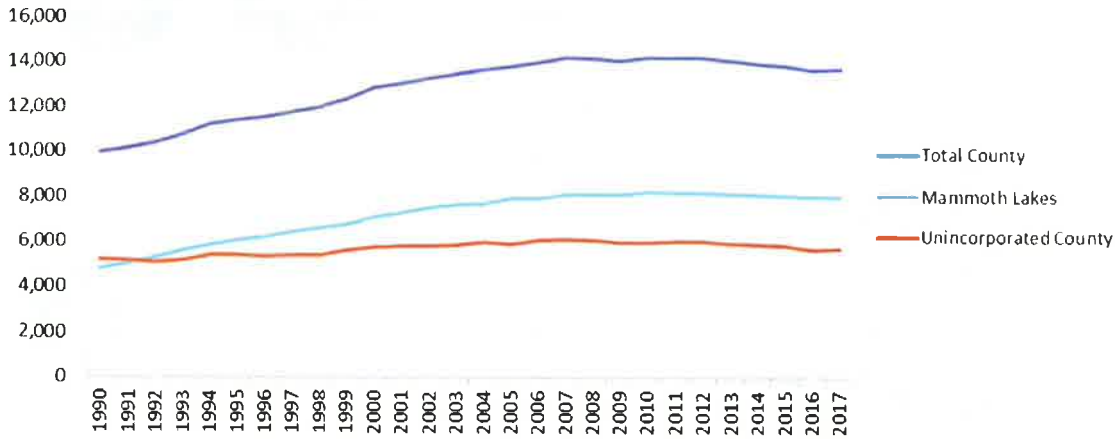


Figure II-1a shows resident population trends between 1990 and 2017 based on State estimates; Figure II-1b shows population estimates from the U.S. Census. The Census estimate is higher than the State's 2017 estimate because the Census estimate is based on a five-year average that includes the population peak in 2011.<sup>1</sup>

**Figure II-1a.**  
**Resident Population Trends, Unincorporated Mono County, Town of Mammoth Lakes, County Overall 1990-2017**

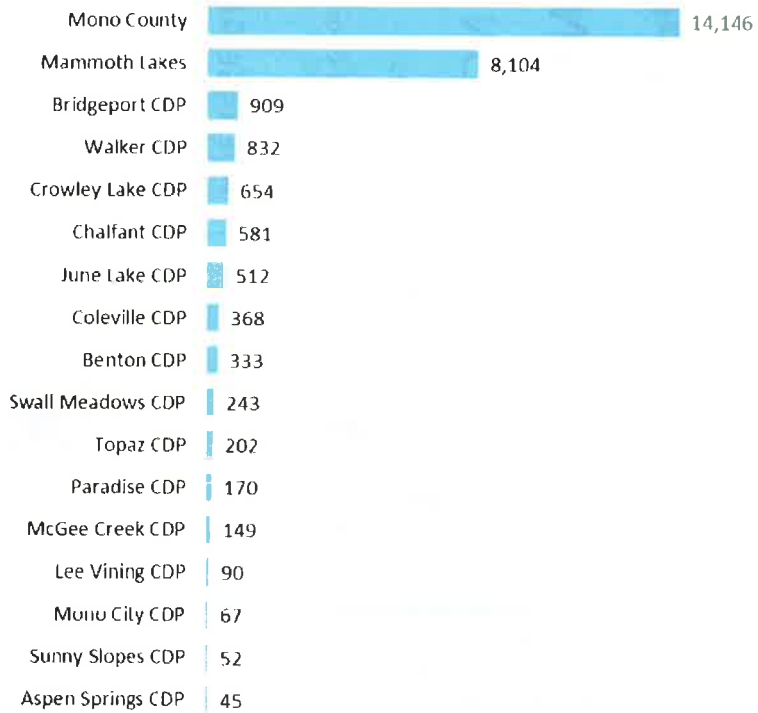


Source: State of California, Department of Finance.

**Figure II-1b.**  
**Estimated Population for Mono County, Town of Mammoth Lakes, and Census Designated Places, 2015**

Note:  
 Population estimate is a 5-year average and includes the population peak of 2011.

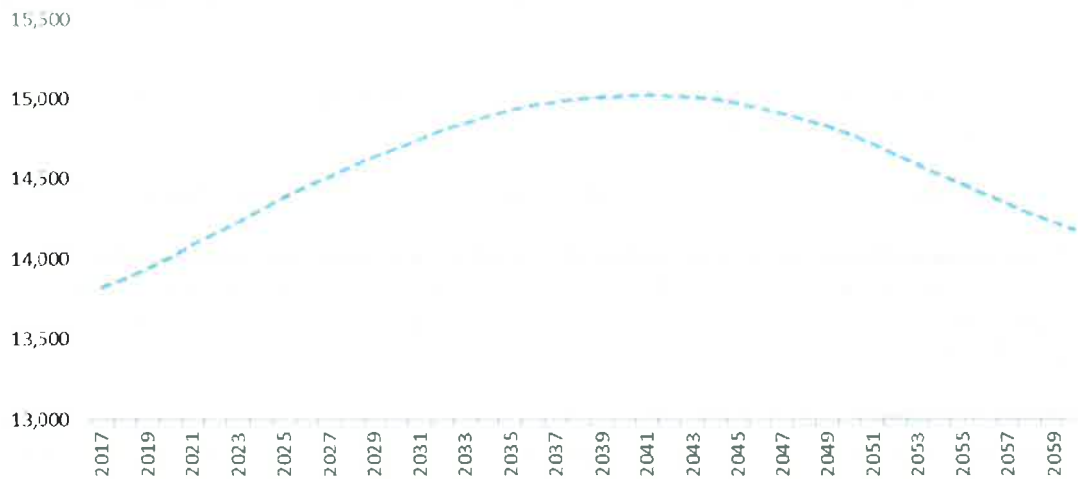
Source:  
 U.S. Census 5-year American Community Survey.



<sup>1</sup> The state demographer does not provide estimates by CDP.

**Projected growth.** The State Department of Finance estimates that the County’s population will increase until 2041, after which it will begin to decline. Growth during the next 10 years (2018-2027) will average 70 people per year—about 20 more people per year than the 2000-2017 average annual growth. These projections are only available for the County overall (not separately for the unincorporated area and the Town).

**Figure II-2.  
Resident Population Projections, Mono County, 2017-2060**



Source: State of California, Department of Finance.

Mono County’s growth has long been driven by tourism and, more recently, second homeownership. In the past two decades, technological advancements have made it possible for residents to live in areas like Mono County and work remotely, increasing the potential for permanent resident-driven, as well as employment-driven growth. These opportunities grew during the 2000s, stalled with the Great Recession, and are underway again in many areas of the country. The entrance of Millennials into the workforce—an age cohort that has unprecedented comfort with technology—has contributed to the expansion of work at home options.

The Bureau of Labor Statistics recently reported that the share of U.S. employees working from home rose from 19 percent in 2003 to 24 percent in 2015.<sup>2</sup> In the County, this proportion was 4 percent in 2017, with the majority of residents working from home in Mammoth Lakes. A lack of access is a likely cause of this disparity. Mono County is one of the 10 California counties with the least access to broadband Internet services (at least 25 mbps download speed). Only 16 percent of Mono County residents have broadband coverage with at least 25 mbps download speed, compared to 94 percent statewide.<sup>3</sup> Most of the county’s communities have access to wireless Internet with 3 mbps speed (Aspen Springs, Benton, Bridgeport, Hammil Valley, Hilton Creek, McGee Creek, Mono City, Swall Meadows, and Tom’s Place/Sunny Slopes). Coleville, Crowley Lake, Topaz and Walker have access to 6 mbps DSL/HSI service. The fastest Internet speed in the

<sup>2</sup> <https://www.bls.gov/opub/ted/2016/24-percent-of-employed-people-did-some-or-all-of-their-work-at-home-in-2015.htm>

<sup>3</sup> <https://broadbandnow.com/California>

County (1 gbps) is found in Chalfant Valley, June Lake, Lee Vining and Mammoth Lakes with either fiber-to-the-premise or cable service.<sup>4</sup> This service is currently in design, awaiting service or under construction for Aspen Springs, Benton, Bridgeport, Crowley Lake, Mono City, Tom's Place/Sunny Slopes and Walker.

In sum, the County's population growth during the past 25 years has been determined by several factors, all of which are difficult to predict in the future:

- 1) Strong growth in the 1990s associated with migration patterns to the Western U.S. and resident preferences to live in lifestyle communities;
- 2) Dramatic swings in the U.S. economy, influencing tourism, second home acquisition, and private investment; and
- 3) Entrance of the large cohort of Millennials into the workforce and housing market.

Technological advances that have facilitated remote working and relocation of workers to lifestyle communities have not yet been a major factor in growth in Mono County outside of Mammoth Lakes—but could be in the future as construction of 1 gbps fiber-to-the-premise is completed.

**Where residents live.** In 2005, when the last countywide housing needs assessment (2005 HNA) was conducted, a little more than half of residents surveyed reported living in Mammoth Lakes. Figure II-3 shows where residents reside in the County according to the surveys conducted for this study.

The Residents sample is drawn from the online survey which was available for all residents to take; the Low Income Sample was conducted by telephone and, as suggested by the name, represents low income households. In order to qualify to respond to that survey, the resident had to either live in a low income Census tract or meet the household size and income guidelines designating low income household. Thus, the Low Income Sample includes both low income areas and low income residents.

As demonstrated by the figure, fewer low income residents live in Mammoth Lakes and more live in surrounding areas in the County.

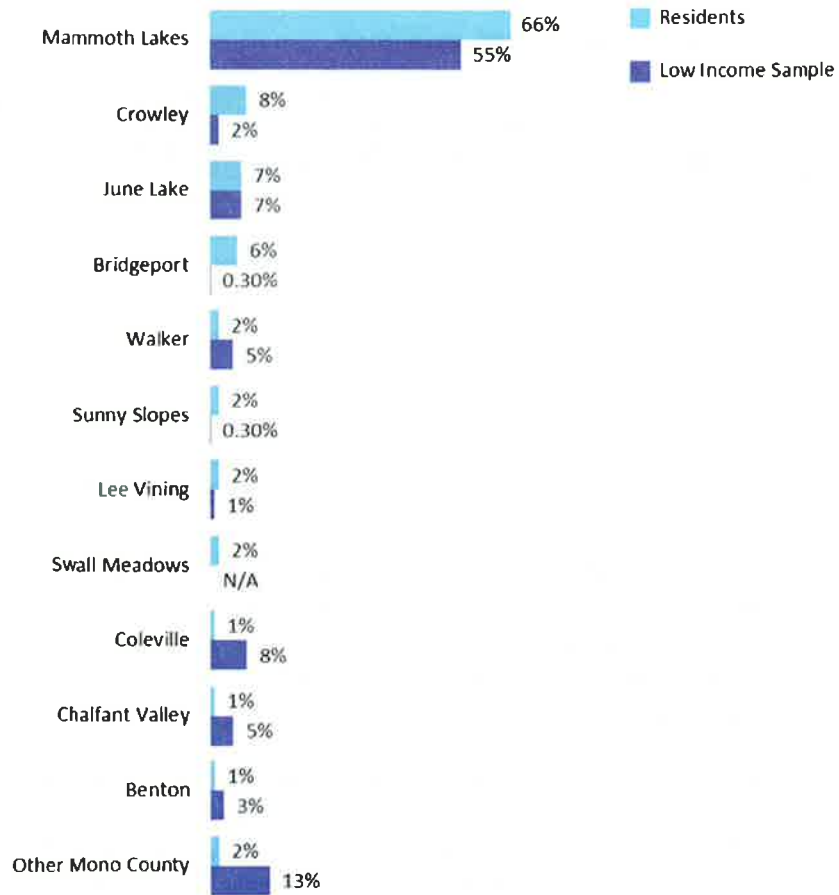
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<sup>4</sup> <https://gis.mono.ca.gov/apps/broadband/>

**Figure II-3.  
Resident Survey  
Respondent Place  
of Residence**

Note:  
n=860 Resident sample  
respondents and n=301 Low  
Income Survey respondents.

Source:  
2017 Housing Choice and  
Needs Survey, Resident  
Sample and Low Income  
Survey.



According to Census data on where workers live, the Town of Mammoth Lakes has a higher proportion of workers than its share of residents (63% workers v. 58% residents), consistent with the figure above, which suggests that low income residents live outside of Mammoth Lakes and commute into the town for jobs. Bridgeport and June Lake, in contrast, have a lower proportion of workers when compared to residents.

**Household composition.** Between 2000 and 2010, the County's proportion of households with families increased slightly. The proportion of married couples without children declined by 6 percentage points between 2000 and 2010. In 2010, about one-third of households consisted of families with children. Another 23 percent were married couples without children.

The largest proportion of households was people living alone, with roommates, and other arrangements (e.g., living with relatives other than a spouse). Figure II-4 presents household composition for Mono County for 2000, 2010 and 2017.

**Figure II-4.**  
**Household Composition, 2000, 2010, 2017**

	2000		2010		2017	
	Number	Percent	Number	Percent	Number	Percent
Families with children	1,464	28%	1,719	33%	1,472	30%
<i>Married couples</i>	1,079	21%	1,227	23%	1,227	25%
<i>Single parents</i>	385	7%	492	9%	245	5%
Married couples, no children	1,505	29%	1,201	23%	2,159	44%
Households living alone and with roommates or other relatives	2,168	42%	2,363	45%	1,325	27%
<b>Total households</b>	<b>5,137</b>		<b>5,283</b>		<b>4,906</b>	

Note: Household data from the Housing Choice survey (2017 data) includes unmarried couples; this explains much of the variation between the Census proportion for married couples, no children and households living alone and with roommates or other adult family members.

Source: U.S. Census 2000, 2006-2010 American Community Survey (ACS), 2011-2015 ACS, 2017 Housing Choice and Needs Survey, Resident Sample.

Figure II-5 shows household composition according to the Housing Choice survey. The survey results found slightly fewer households with children than the Census reported in 2010 (30% in 2017 v. 33% in 2010) and a greater proportion of couples living without children (44% in 2017 v. 23% in 2010). This suggests a shift in household composition since 2010 toward couples without children.

Households in Crowley and Bridgeport are more likely than households in Mammoth Lakes, June Lakes, or the remainder of the County to be couples with children. Nearly two-thirds of households living in Mono County but not in Crowley, Bridgeport, Mammoth Lakes, or June Lake are couples without children in the home, as shown in Figure II-5. Note that the 2017 survey data is not directly comparable to Census data reported in Figure II-4 because the survey does not distinguish between married and unmarried couples. However, the survey data provide an indication of general trends in household composition.

**Figure II-5.**  
**Household Composition by Community, 2017**



Note: n=681 respondents. Communities shown had at least 40 respondents; all others are included in the "other Mono County" category.

Source: 2017 Housing Choice and Needs Survey, Resident Sample.

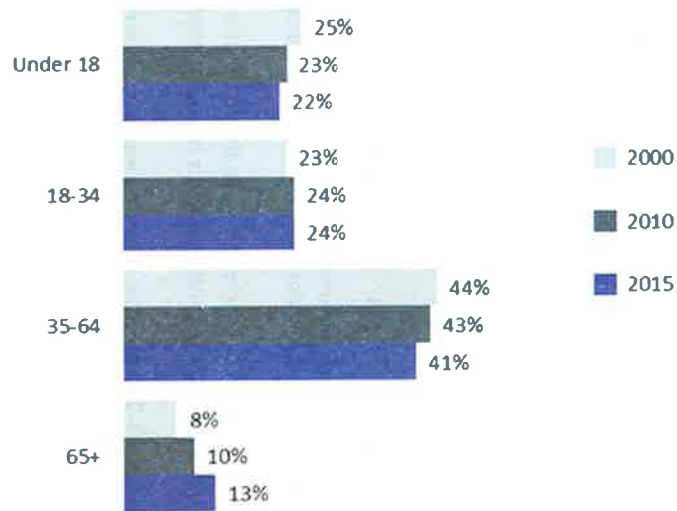
**Age.** The County experienced a shift in resident age, with growth in the proportion of seniors and decline in the proportion of younger residents and residents in their prime working years.



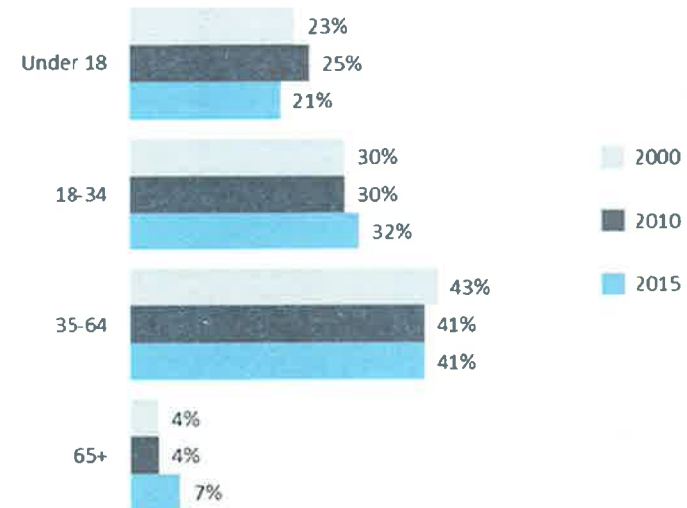
# MONO COUNTY AND TOWN OF MAMMOTH LAKES TRENDS IN AGE DISTRIBUTION

Between 2000 and 2015, population proportions shifted toward seniors and away from younger residents.

## MONO COUNTY



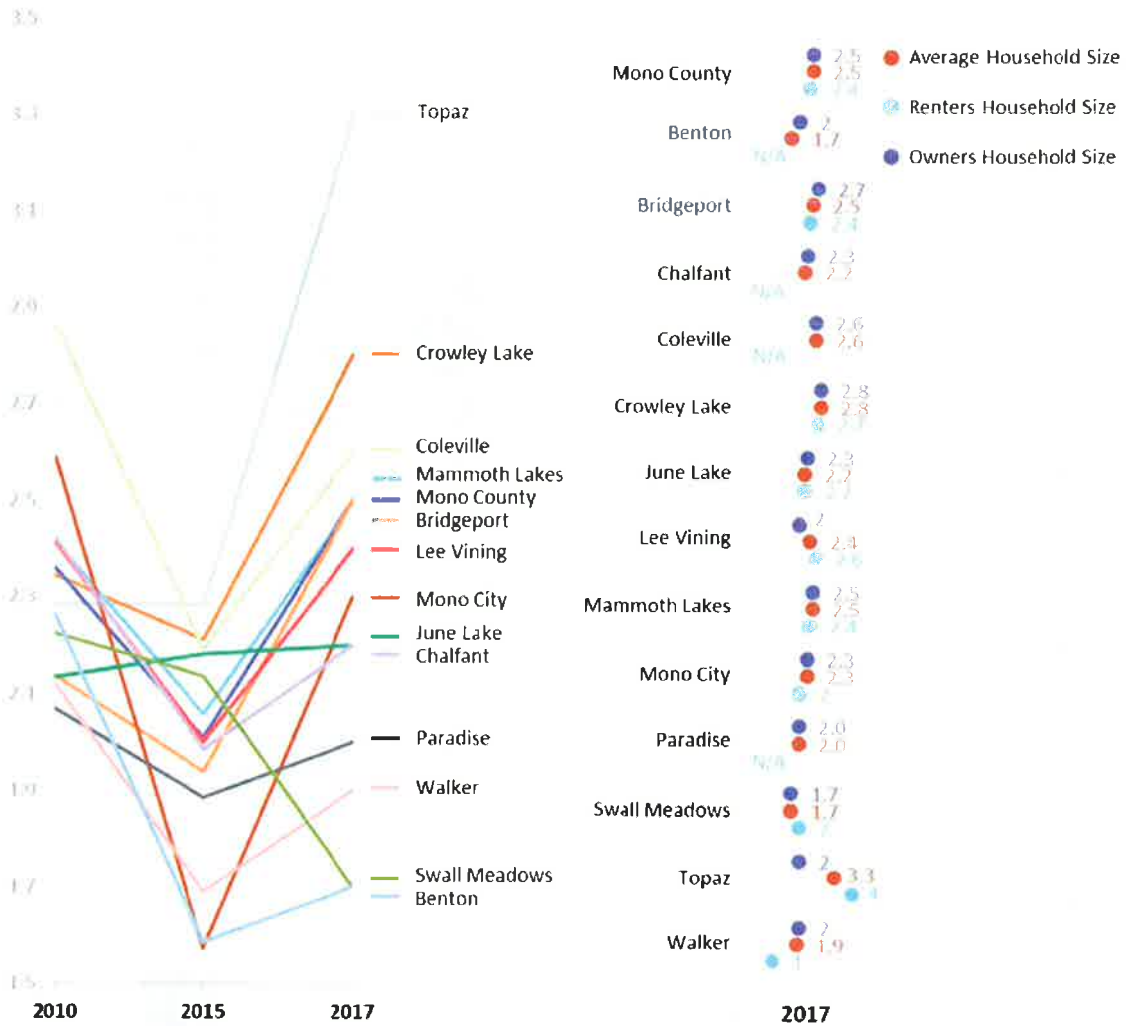
## MAMMOTH LAKES





**Household size.** The average household size in the County is 2.5. Renters average 2.4 people per housing unit; owners average 2.5. Household size varies considerably by community, as shown below. Most communities show an increase in household size since 2010.

**Figure II-6.**  
**Average Household Size by Community, 2010, 2015, and 2017**

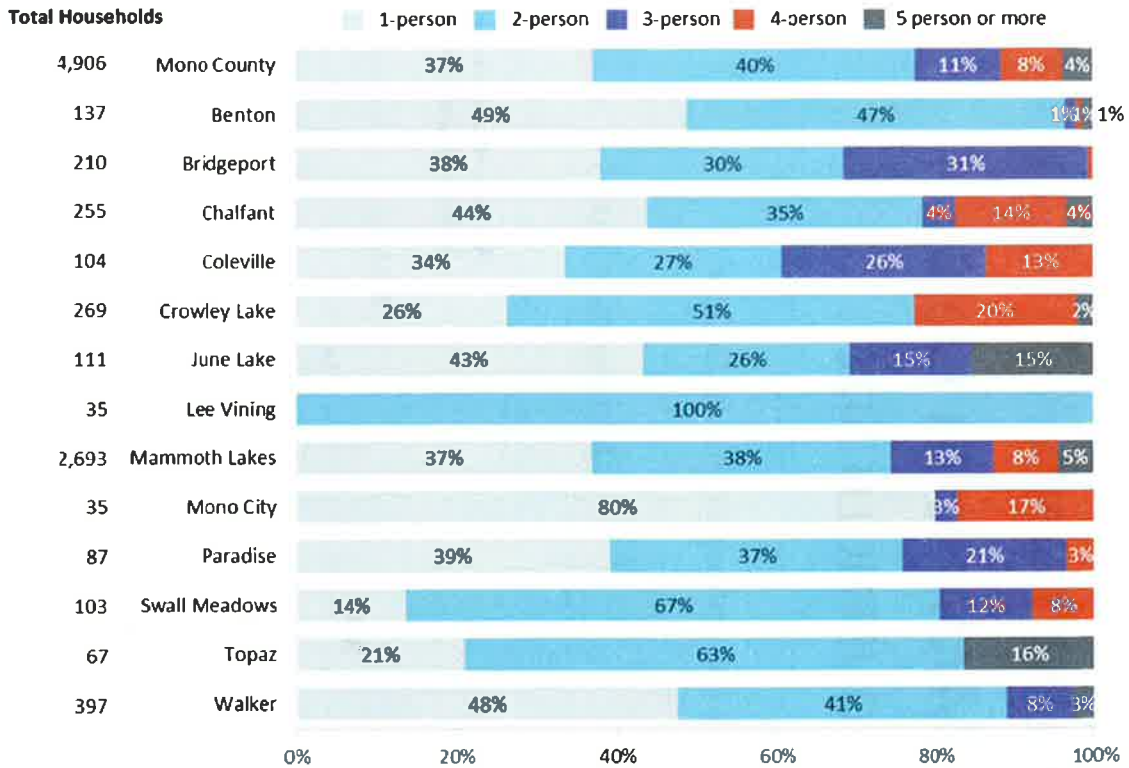


Note: N/A indicates insufficient survey data.  
Source: 2010 Census, 2011-2015 ACS, 2017 Housing Choice and Needs Survey.

The majority of households are made up of one or two people (about 65%). This is consistent with 2010. Large households (5 or more people) make up a small proportion of households.

Figure II-7 shows the distribution of number of people in households by community. The proportion of one- and two-person households is higher for Benton, Lee Vining, and Walker. Nearly 40 percent of Coleville and one-third of Bridgeport households include three or more people. Large households (5 or more members) are most common in June Lake and Topaz.

**Figure II-7.  
Household Characteristics by Community, 2015**



Source: 2011-2015 ACS.

As shown below, average household size has been on an increasing trend since 2010 for Mammoth Lakes residents and for County renters. Between 2000 and 2010, owner-households grew smaller while renter households grew larger. The net effect was no change in overall household size.

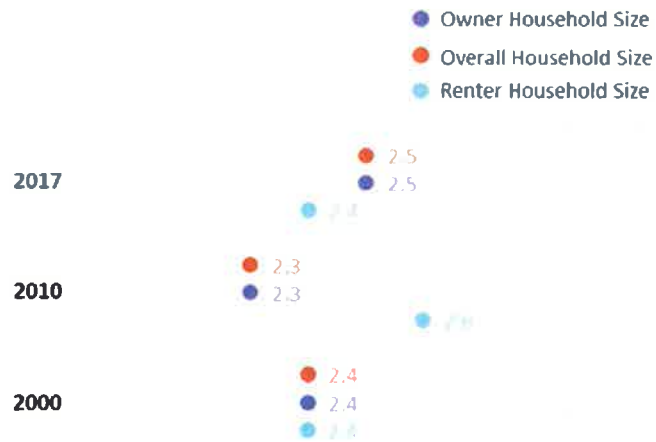


# MONO COUNTY AND TOWN OF MAMMOTH LAKES TRENDS IN HOUSEHOLD SIZE

Average household size has shifted slightly since 2000.

## MONO COUNTY

## MAMMOTH LAKES

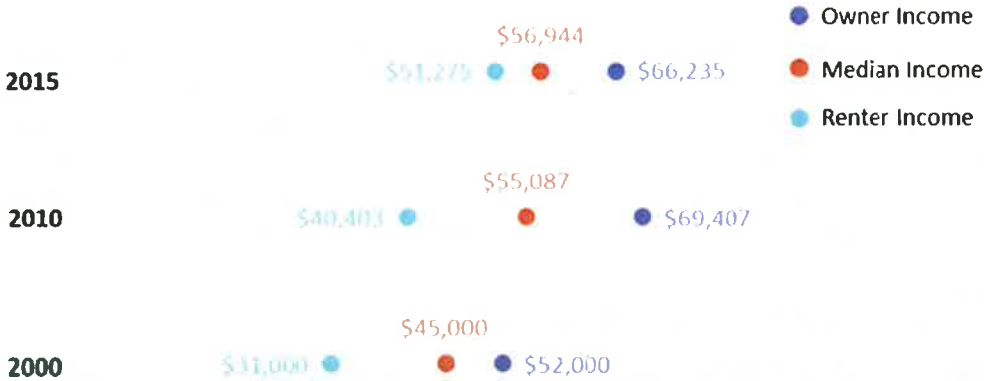


**Household income.** As shown below, the median household income in 2000 was about \$45,000—a 41 percent increase from the 1990 median of \$32,000. Income varies considerably by tenure, although the gap may be closing, as renters’ incomes have become closer to owners’. Median renter household income in 2015 is about \$15,000 less than that of homeowners for the County overall. It also varies by community, as shown in Figure II-8 on the following page. The difference in renter and owner income is the largest in Bridgeport and the smallest in Mammoth Lakes. The median income also increased between 2000 and 2010, but at about half that rate. In 2015, County median household income (\$56,944) was slightly higher than that of Mammoth Lakes (\$55,799).



# MONO COUNTY TRENDS IN MEDIAN INCOME

Since 2000, homeowners have earned a higher median household income than renters, although the gap appears to be closing.



**Figure II-8.  
Median Household Income by Community, 2015**



Note: N/A indicates data omitted due to small sample sizes. Missing data are due to too small of a sample of respondents to calculate the median.

Source: 2011-2015 ACS.

Figure II-9 compares the income distribution of owner and renter households between 2000 and 2015. As shown, more than one-third of renters in 2000 had household incomes less than \$25,000; this share fell to 14 percent of all renters in 2015, consistent with the narrowing of the median income by tenure discussed above. This dynamic may be explained by several factors: renters living in larger households with more wage earners; higher wages overall; and growth in renters with higher incomes who can no longer afford to buy a home.

**Figure II-9.  
Shifts in Income Distribution, Mono County, 2000 and 2015**

Income distribution	2000				2015			
	Owners		Renters		Owners		Renters	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than \$25,000	543	18%	731	36%	327	11%	276	14%
\$25,000 to \$35,000	333	11%	445	22%	301	10%	260	13%
\$35,000 to \$50,000	559	18%	303	15%	464	16%	381	19%
\$50,000 to \$75,000	732	24%	442	22%	592	20%	472	24%
\$75,000 to \$100,000	414	13%	47	2%	520	18%	300	15%
\$100,000 to \$150,000	270	9%	83	4%	548	19%	181	9%
\$150,000+	235	8%	0	0%	167	6%	117	6%
<b>Total</b>	<b>3,086</b>	<b>100%</b>	<b>2,051</b>	<b>100%</b>	<b>2,919</b>	<b>100%</b>	<b>1,987</b>	<b>100%</b>

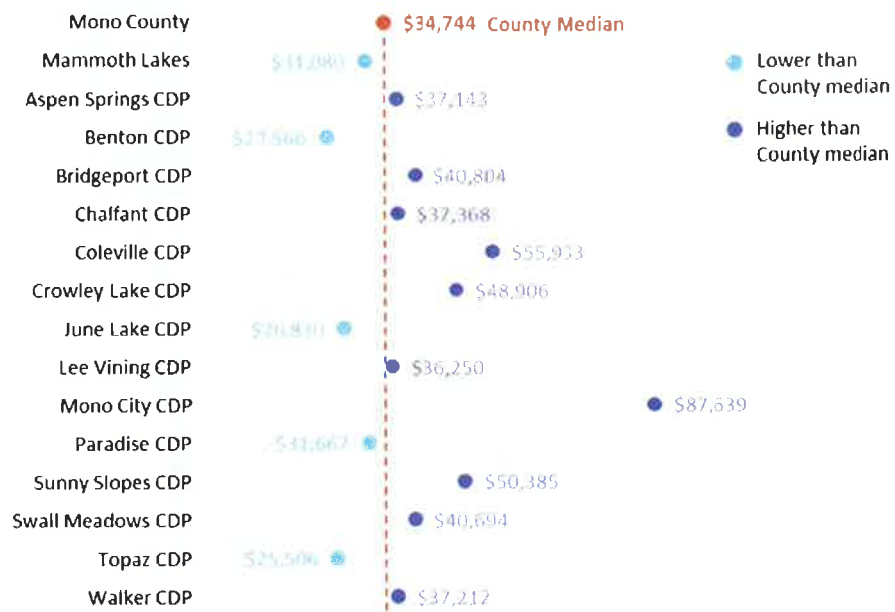
Source: Eastern Sierra Housing Needs Assessment and 2011-2015 ACS.

Figure II-10 shows median earnings of workers (thus excluding investment income) by community, estimated for 2015. Consistent with the median incomes in Figure II-8, median earnings of workers vary considerably by community. Workers living in Mono City report the highest median earnings. In contrast, workers in Benton report the lowest median earnings, followed by workers living in Topaz and June Lake. It is important to note that these data cover a five year period and can vary depending on fluctuations in economic conditions.

**Figure II-10.  
Median  
Earnings of  
Workers by  
Community,  
2015**

Note:  
Only includes workers  
age 16 and older.

Source:  
2011-2015 ACS.



**Employment.** The latest (July 2017) unemployment estimate for Mono County from the California Economic Development Department (EDD) was 5.1 percent, close to California’s rate (5.4%) and slightly higher than the U.S. overall (4.6%). It is important to note that the rate is higher in July than in other periods (particularly winter months) due to seasonal fluctuations in employment needs of the tourism industry. An unemployment rate of 5 percent—not high by most standards—is higher than average for Mono County.

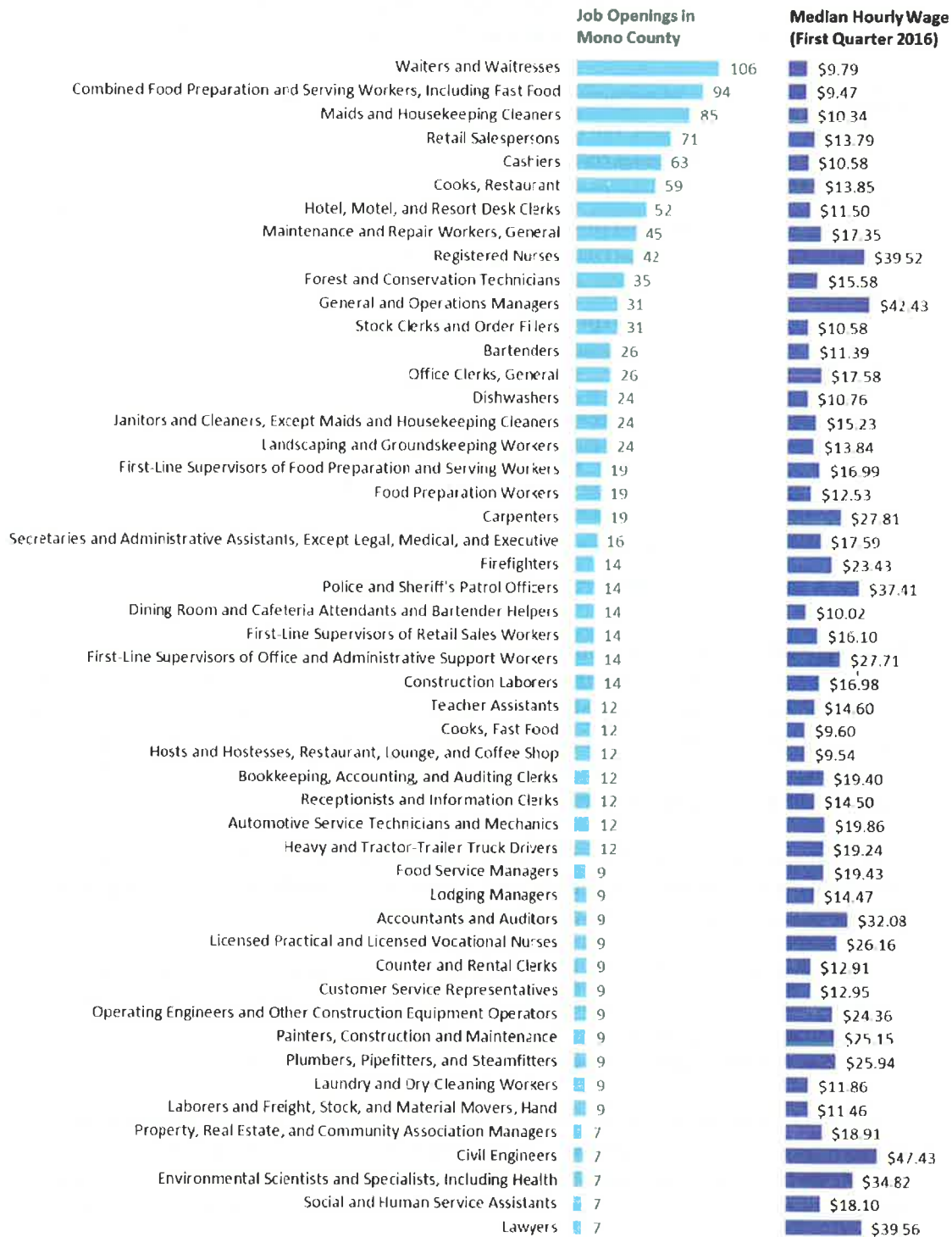
EDD estimated about 7,500 wage and salary jobs in the County as of July 2017, excluding self-employed persons, unpaid family and domestic workers, and volunteer labor. About two-thirds of these jobs are located in the Town of Mammoth Lakes.

The Bureau of Economic Analysis (BEA) includes self-employed persons in its employment estimates and places total jobs (as of 2015) in Mono County at closer to 9,680. This includes more than 2,400 sole proprietors. The difference between the EDD and BEA estimates is mostly due to how self-employed persons are identified and included in the estimates.

Figure II-11 shows projected employment growth through 2022 by occupational category, along with average wage rates, based on EDD estimates of regional job and replacement worker growth, and the rents and home prices needed for these workers. The projections assume that Mono County’s regional share of jobs (47%) stays the same and that 50 percent of replacement

workers are filled by existing residents who age into their workforce years, enter the labor force, or pick up additional shifts/jobs.

**Figure II-11.**  
**Job Openings and Median Hourly Wages by Job Category, Mono County, 2017-2022**



Source: California Employment Development Department, May 2017.

It is important to note that this list does not represent all of the industries in which Mono County residents are employed, as residents may commute outside of the County or work from home. However, it does capture the jobs that are offered in the County and is an indicator of housing demand. As the figure demonstrates, the vast majority of jobs (70%) are in the lower paying industry category of leisure and hospitality. Workers in these positions need rents of around \$1,200/month for a two-worker household (\$600/month per worker).

The Town of Mammoth Lakes Needs Assessment from July 2017 estimates that there are 730 seasonal summer jobs and 2,180 seasonal winter jobs. Of these, an estimated 55-65 percent is filled by seasonal residents. Seasonal workers hold an average of 1.4 jobs, according to the survey conducted for this study.

In-commuting into Mammoth Lakes has increased since 2011, according to the July 2017 Mammoth Lakes Housing Needs Assessment Update (2017 Update). An estimated 2,100 employees commute into the Town from surrounding areas, including Mammoth Lakes. This is 5 percentage points higher than in 2011 (37%).

## **Housing Market Conditions**

The County had an estimated 10,664 units in 1990. In 2000, the number of housing units in the County was 11,757. Of these, 5,137 were occupied by households who were permanent residents of the County. That is, 44 percent of units were occupied by residents. The balance, 56 percent, was used as seasonal or vacation homes. The U.S. Census reports a total of 13,982 housing units in the County as of 2015, based on the 5-year American Community Survey, which covers the years 2011 through 2015.

**Occupancy of housing units** The Census estimates that just 35 percent of Mono County housing units are occupied. This is down from the last Census 5-year estimate (2006-2010) of 38 percent. There is some variance in the estimates of the Census data on occupancy—yet they are consistent in that the proportion of occupied units is low, and has been declining.

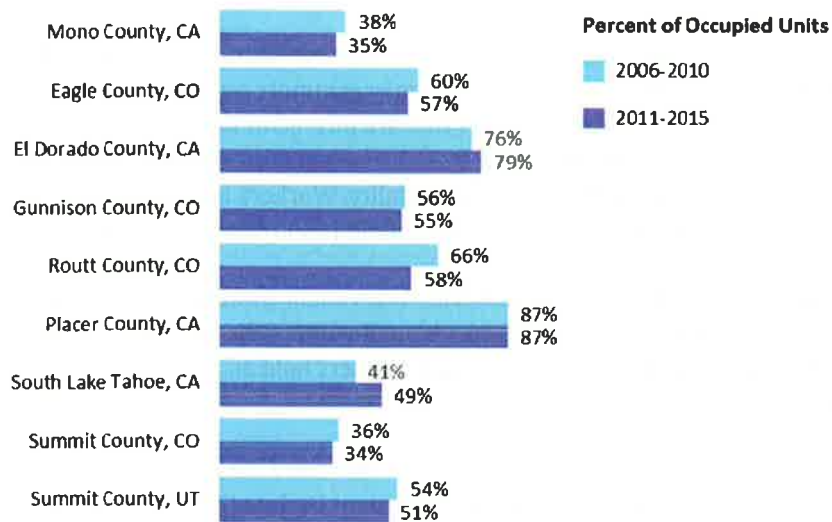
Of the County's housing units, approximately 70 percent are located in Mammoth Lakes. In the Town, 33 percent of the 9,722 units are occupied by residents.

Figure II-12 compares the occupancy proportions of Mono County with similar communities. Mono County, along with Summit County, Colorado, has a relatively low proportion of occupied units. El Dorado and Placer Counties have exceptionally high occupancy rates.



**Figure II-12.  
Occupied Units,  
Mono County and  
Peer Counties,  
2010 and 2015**

Source:  
2006-2010 and 2011-2015  
ACS.



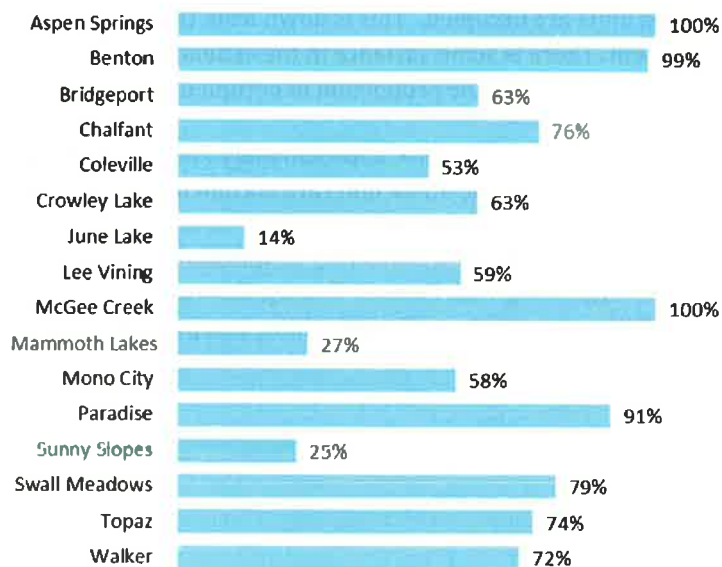
All counties except Placer County show a decline in permanent resident occupancy in the past 10 years, with Routt County, Colorado showing the largest decline. During the 2006-2010 period (the Great Recession), some second homeowners made their units available for rent to supplement their household incomes. Improvement in the national economy provides less of an incentive to do so.

Of Mono County's unoccupied units tracked by the Census, the vast majority (about 85%), are unoccupied due to seasonal or vacation use. The peer counties have similar proportions.

Figure II-13 shows the occupancy by Mono County community, based on Census data from 2011 through 2015.

**Figure II-13.  
Occupied Units, Mono  
County Communities, 2015**

Source:  
2011-2015 ACS.



**Homeownership rate.** In 1990, the Census reported a homeownership rate in Mono County of 52 percent. Homeownership rose to 60 percent in 2000, dropped to 56 percent in 2010 and rose to 59 percent in 2015. Homeownership varies by age, length of time in the County, and by community.

Overall, half of the Housing Choice resident survey respondents are homeowners. Nearly 70 percent of residents in the Low Income sample are homeowners, reflecting the increased likelihood of homeownership by age (70% of Low Income sample respondents are age 45 or older and 1 in 10 are 75 or older); length of time in the community (one-quarter have lived in their home for 20 years or more); and by community.

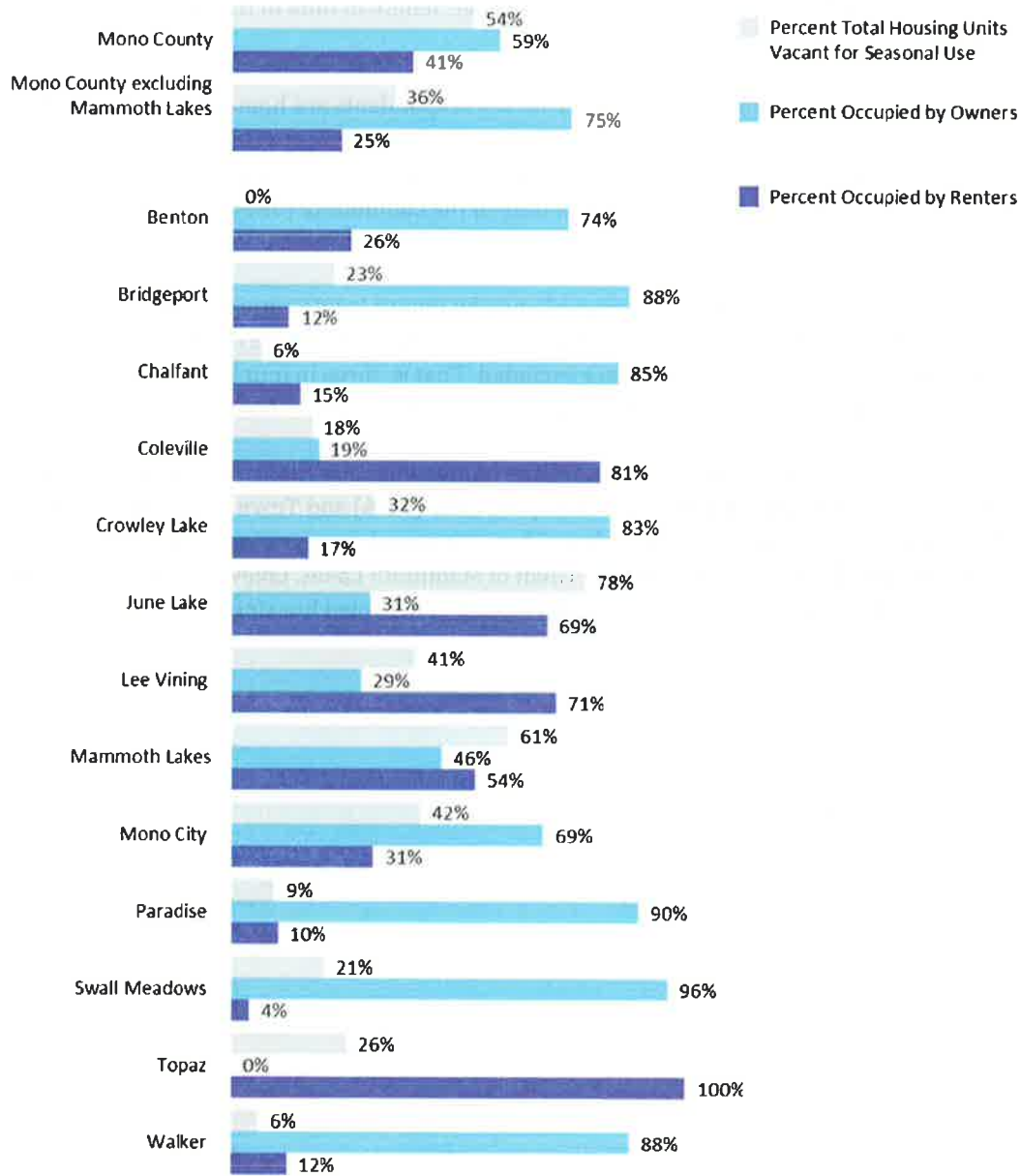
Figure II-14 presents the tenure of occupied units by tenure (renter or owner) for 2015<sup>5</sup>. Among the occupied units, 59 percent are occupied by homeowners; this share increases to 75 percent when Town of Mammoth Lakes units are excluded. That is, three in four Mono County households outside of the Town of Mammoth Lakes are homeowner households.

As shown, the share of seasonal units, as well as homeownership rates, vary significantly by community. The majority of housing units in June Lake (78%) and Town of Mammoth Lakes (61%) are for seasonal use, and these shares have increased compared to 2010 levels—59 percent for June Lake and 52 percent for Town of Mammoth Lakes. Coleville, June Lake, and Lee Vining have the greatest proportion of renters living in occupied housing units.

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<sup>5</sup> The Census defines persons living in occupied housing units as those who “consider [the unit] their usual place of residence or have no usual place of residence elsewhere. The count of occupied housing units is the same as the count of households.” Homeowner units are occupied by the homeowner; similarly, renter units are occupied by the long-term (non-seasonal) renter. <https://www.census.gov/housing/hvs/definitions.pdf>

**Figure II-14.**  
**Tenure of Occupied and Vacant Units**

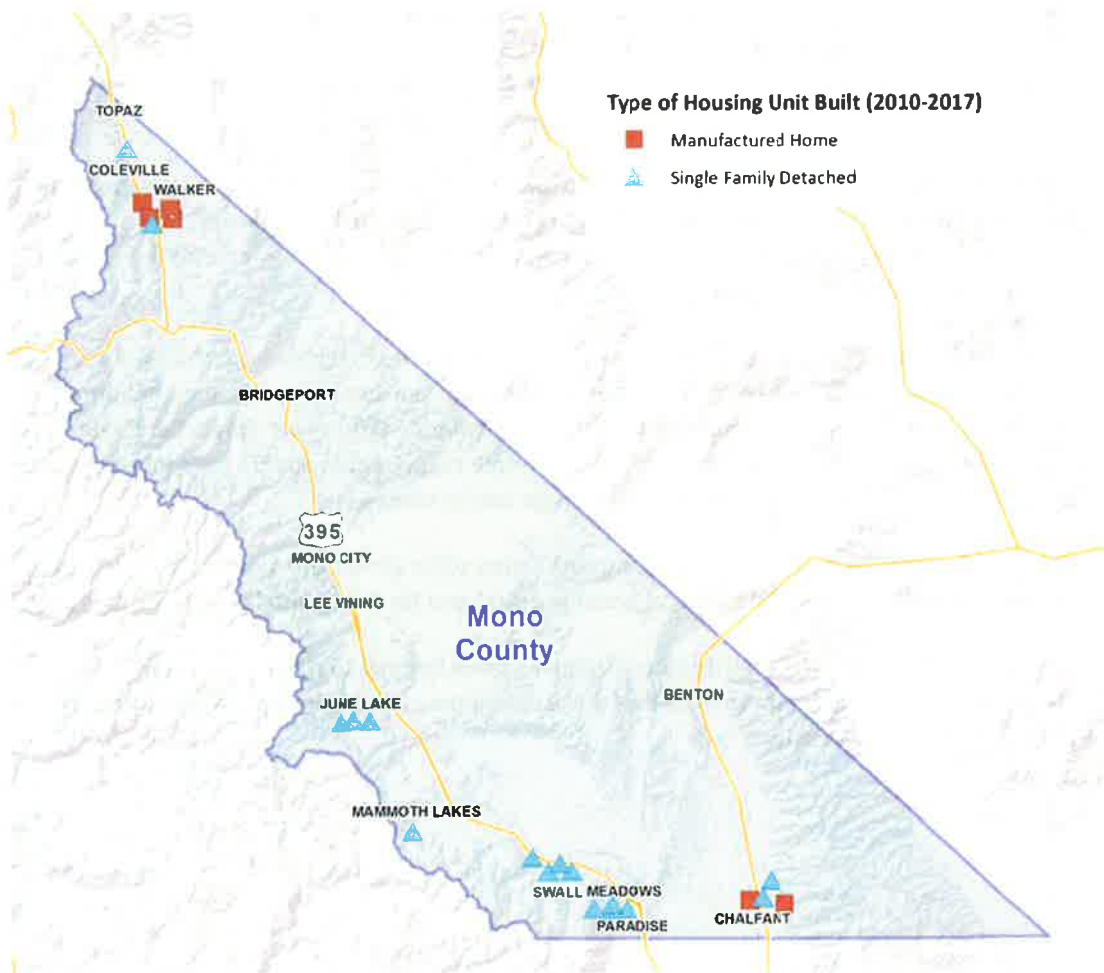


Source: 2011-2015 ACS.

**Housing unit growth.** In 2017, 24 building permits were issued. Sixteen were for single family homes; eight were for manufactured homes.

The following map shows the location of the units built, by type. Manufactured homes, which typically offer affordability for a single family product, are most common in the Walker and Coleville area. Note that the units constructed in Swall Meadows are fire rebuilds and are not indicative of additions to the market.

**Figure II-15.**  
**Location of Units Built, 2010-2017**



Source: Mono County.

Between 2007 and 2013, most of the units constructed or approved in the County have been affordable to moderate to above-moderate households, as shown below.

**Units Constructed or Approved, Unincorporated Mono County, 2007-2013**

Income Group	# of Units Constructed	# of Units Approved
Extremely Low	0	0
Very Low	1	0
Low	12	36
Moderate	30	0
Above Moderate	83	0
Total	126	36

Source: Mono County Community Development Department.

Since 2011, 96 units have been added to Mammoth Lakes. Seventy-four units were new construction, the vast majority being single family homes. Three were condos. The balance of units added to the market was actually a conversion of a vacant rental complex into an affordable rental development (16 units), as part of the housing mitigation plan for Sierra Star Golf Course. Building permit trends in Mammoth Lakes, similar to the County, have been largely single family detached homes, followed by manufactured homes.

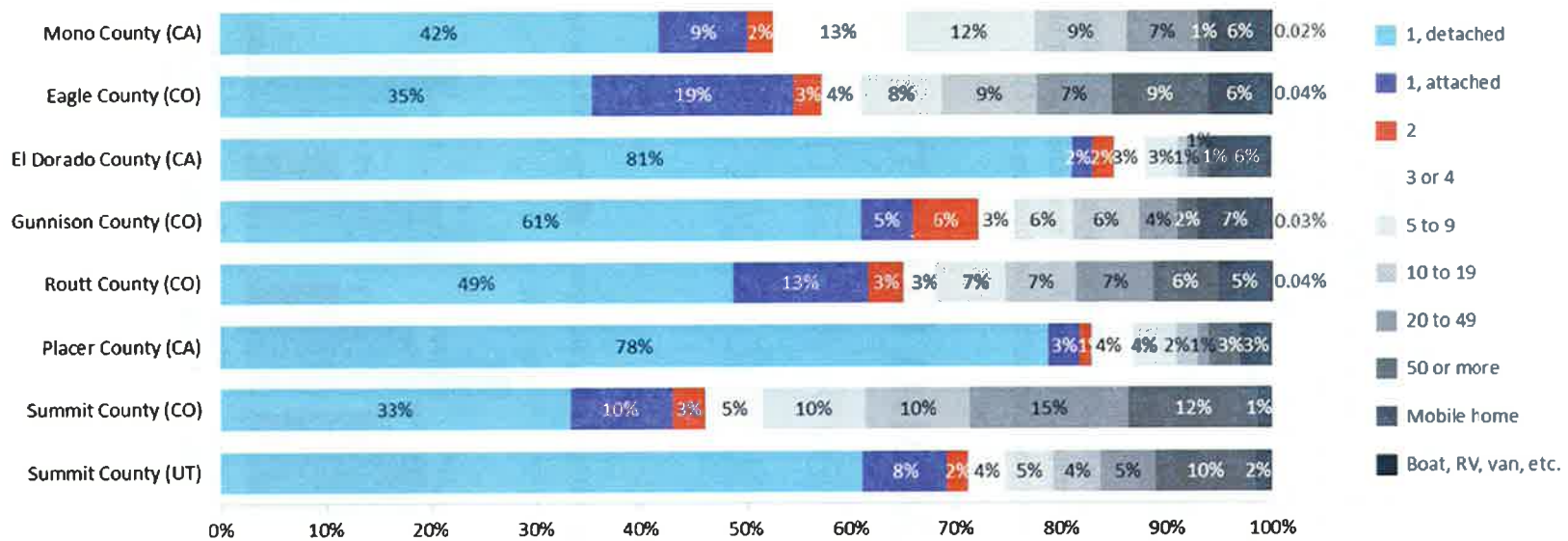
**Housing type.** Of the residential units in the County, an estimated 79 percent are single family detached homes, 2 percent are attached (e.g., carriage house, ADU), 4 percent are duplexes/triplexes/fourplexes, 3 percent are multifamily (apartment or condo) developments, and 13 percent are mobile homes.

These are based on Census data and show a shift away from attached and mobile homes to single family detached homes, and may be driven by growth in seasonal uses and second home ownership. For example, although 79 percent of units in the County are single family detached, 49 percent of Housing Choice survey resident sample respondents and 54 percent of the Low Income Sample survey respondents live in single family homes.

The distribution of housing types in Mammoth Lakes differs from the County's in that there are far more condominiums (58% of total housing units) and far fewer single family homes (22%).

Figure II-16 compares the distribution of housing units by type to similar mountain communities. It is important to note that these estimates include all parts of the counties, not only unincorporated areas.

**Figure II-16.  
Housing Units by Type, Peer Counties, 2015**



Note: "1, detached" is a single family home on a property, "1, attached" is a carriage home/ADU, "2" is a duplex, "3 or 4" is a triplex or fourplex, "5 to 9", "10 to 19", "20 to 49" and "50 or more" refer to the number of units in a multifamily building/complex.

Source: 2011-2015 ACS.

As demonstrated by Figure II-16, Mono County is on the low end of the proportion of attached units and large multifamily complexes. This is offset by the County having a higher proportion of 3 to 10 unit complexes. El Dorado, Gunnison, Placer, and Summit County (Utah) stand out for their high proportions of detached single family homes. These counties differ from Mono, Eagle, Routt, and Summit County (Colorado) in that they are either close to a metropolitan area (Sacramento, Salt Lake City) or, in Gunnison's case, have an employment sector that is not purely tourist related. The Town of Gunnison is home to a university.

**Age of housing.** One very unique aspect of the County is the age of its housing stock. According to the County, approximately 39 percent of all housing units in the unincorporated area were built more than 30 years ago, with 21 percent built more than 40 years ago, and 13 percent built more than 50 years ago.

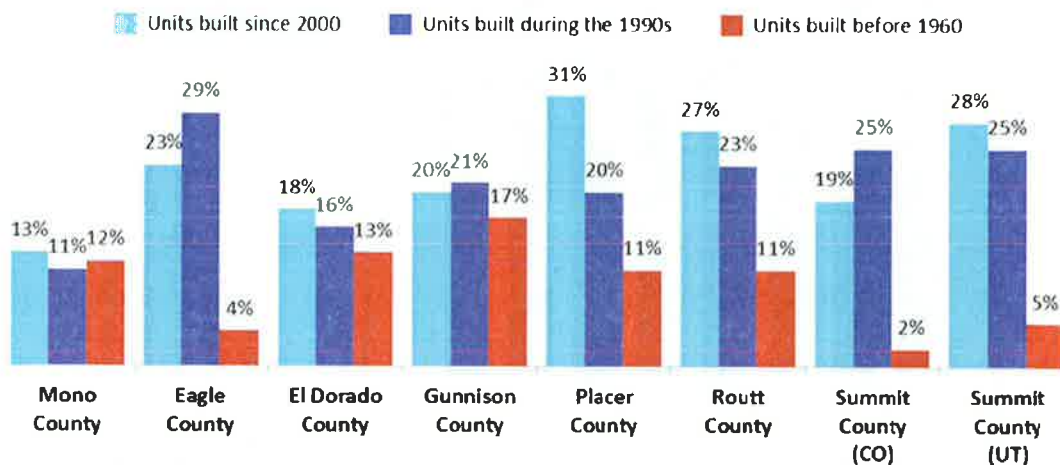
Bridgeport Valley (65%) and Mono Basin (47%) have the highest percentage of housing units built more than 30 years ago, although over a third of the housing units in all planning areas except June Lake were built more than 30 years ago. Bridgeport Valley (33%), Mono Basin (22%), and Long Valley (22%) have the highest percentage of housing units built more than 40 years ago. Bridgeport Valley (22%), June Lake (14%), and Long Valley (14%) have the highest percentage of housing units built more than 50 years ago.

In Long Valley and June Lake many of the housing units built more than 40 years ago were originally constructed as seasonal cabins.

As shown below, the County's housing stock is older than many resort areas and the County did not experience as much growth in the 1990s and 2000s. More than one-third of Mono County's housing stock was built in the 1970s (46% of Mammoth Lakes' housing stock).



## MONO COUNTY TRENDS IN AGE OF HOUSING STOCK



**Housing unit condition.** For the purposes of this study, housing condition was measured using survey data that asked about condition of owner- and renter-occupied units. As shown in the figure below, about 75 percent of Mono County residents rate their home's condition as either excellent or good. Homeowners are much more likely to report excellent condition than renters (42% versus 13%). Among communities with sufficient data for analysis, Crowley residents are most likely to rate their home in excellent condition (47%). Bridgeport residents are most likely to rate their home's condition as fair (27%) or poor (8%).

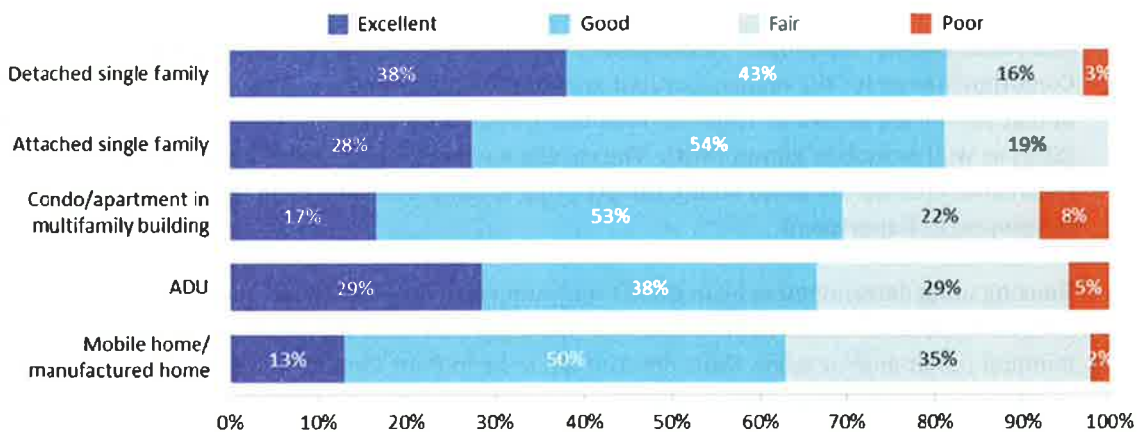
**Figure II-17.**  
How would you rate the condition in your home? Tenure and Location.



Note: Data shown for places with at least 40 survey responses.  
Source: 2017 Housing Choice and Needs Survey, Resident Sample.

Residents' assessment of their home's condition varies by housing type. Mobile home and condo dwellers are less likely to rate their home's condition as excellent. Nearly one in 10 residents living in condominium/apartment homes consider their housing to be in poor condition.

**Figure II-18.**  
How would you rate the condition of your home? Housing Type.



Source: 2017 Housing Choice and Needs Survey, Resident Sample.

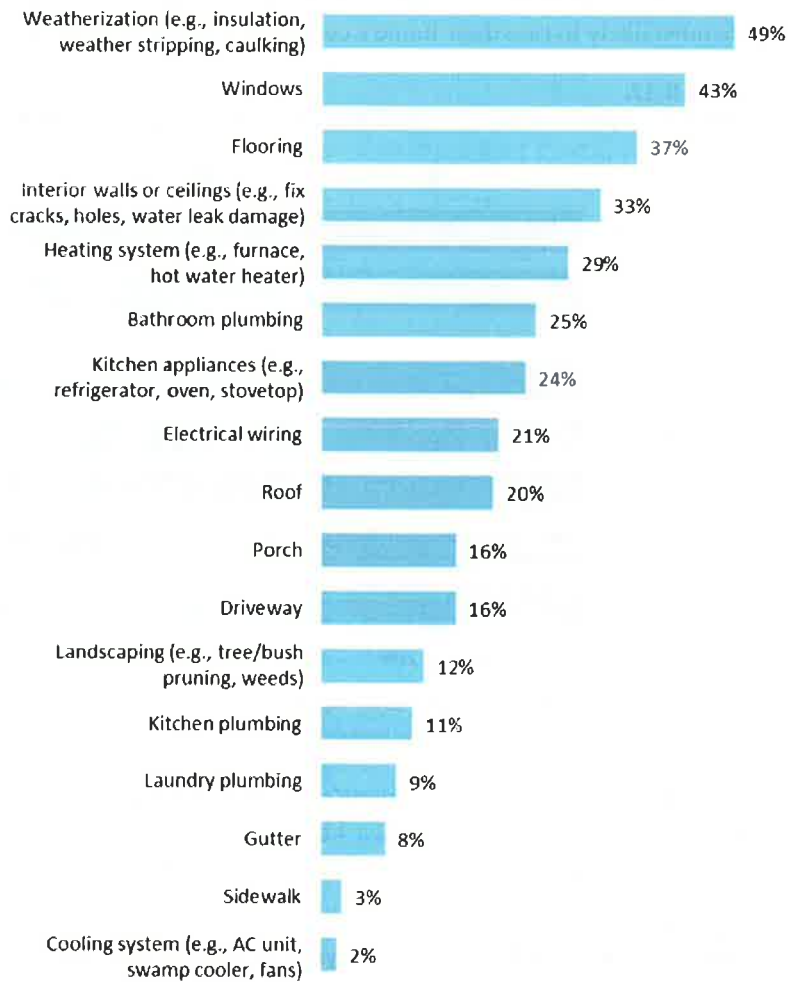


Of those with homes in fair or poor condition, 88 percent report the need for repairs that they, or their landlord, have not yet made. Figure II-19 presents the most important needed repairs; as shown, nearly half of those with homes in poor or fair condition need weatherization and two in five need window repairs/replacement. Heating, plumbing, electrical and appliances are all top repairs needed by at least one in five of these residents.

**Figure II-19.**  
**What are the most important repairs you need to have made?**  
**Residents with homes in fair or poor condition.**

Note:  
 n=158 residents whose homes need repair.

Source:  
 2017 Housing Choice and Needs Survey, Resident Sample.



The Mono County Community Development Department completed a comprehensive Housing Condition Survey for the unincorporated area of the County in the summer of 2009. The results of that survey are shown in Table 15; results are shown for conventional single family residences (SFR) as well as mobile homes (MH). The results have been aggregated by planning area. Data for smaller community areas within the planning areas is available from the Community Development Department.

Housing units determined to be in Good Condition were in overall good condition with no repair needed. Units determined to be in Fair Condition were structurally sound but needed some minimal repair and/or paint. Units determined to be in Poor Condition were not structurally sound and needed repairs and/or paint.

**Table 15. Housing Stock Conditions by Planning Area, 2009**

Planning Area	Unit Type	Number of Housing Units				% of Total		
		Good	Fair	Poor	Total	Good	Fair	Poor
<b>Antelope Valley</b>	SFR	116	128	29	273	42.5%	46.9%	10.6%
	MH	64	58	24	146	43.8%	39.7%	16.4%
	Total	180	186	53	419	43.0%	44.4%	12.6%
<b>Bridgeport Valley</b>	SFR	101	87	15	203	49.8%	42.9%	7.4%
	MH	19	17	7	43	44.2%	39.5%	16.3%
	Total	120	94	22	236	50.8%	39.8%	9.3%
<b>Mono Basin</b>	SFR	78	33	6	117	66.7%	28.2%	5.1%
	MH	13	2	0	15	86.7%	13.3%	0.0%
	Total	91	35	6	132	68.9%	26.5%	4.5%
<b>June Lake</b>	SFR	261	140	18	419	62.3%	33.4%	4.3%
	MH	4	1	1	6	66.7%	16.7%	16.7%
	Total	265	141	19	425	62.4%	33.2%	4.5%
<b>Long Valley</b>	SFR	495	102	5	602	82.2%	16.9%	0.8%
	MH	2	1	0	3	66.7%	33.3%	0.0%
	Total	497	103	5	605	82.1%	17.0%	0.8%
<b>Tri-Valley</b>	SFR	90	63	14	167	53.9%	37.7%	8.4%
	MH	143	70	32	245	58.4%	28.6%	13.1%
	Total	233	133	46	412	56.6%	32.3%	11.2%
<b>Total</b>	SFR	1141	553	87	1781	64.1%	31.0%	4.9%
	MH	245	149	64	458	53.5%	32.5%	14.0%

Source: Mono County Community Development Department, Housing Conditions Survey.

The 2017 Update assessed the condition of housing units in Mammoth Lakes. It found that rental units are not often in good condition due to the aging stock and, in some cases, damage done during the past winter. This is partially due to owners have difficulty keeping up units during the Great Recession. Now that the market is healthy and rents are high, owners have very little incentive to make improvements: Improvements are disruptive for tenants, can result in rental loss if tenants need to vacate units, and are not a reason a tenant would turn away a unit in this market.

## Housing Affordability

This section discusses pricing in the market and housing affordability in Mono County. It includes a housing demand model projecting current and future housing needs. It ends with a discussion of the vacation rental by owner market and implications on housing needs.

**For sale market.** The Mammoth Lakes Board of Realtors tracks residential sales of single family homes and condominiums in the County. The latest report, which captures trends through second quarter 2017 (YTD17), shows a decline in inventory in single family homes (but not condos) and increase in prices in 2017. The data also show a large gap between the price of homes listed and those sold, suggesting purchases by more price-sensitive buyers.

These inventory and pricing trends are summarized below.



# MONO COUNTY

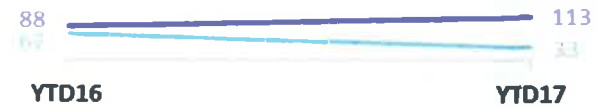
## TRENDS IN THE FOR SALE MARKET

- Single Family Units
- Condominiums

Active Listings



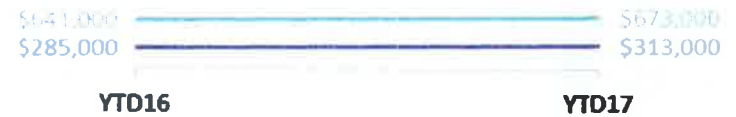
Sold Units



Median List Price



Median Sold Price



Median Price Per Square Foot



Condos, although they have lower sales prices and, thus, appear to be less expensive than a single family home, generally require homeowner association fees which can be quite high and reduce the apparent affordability of these units. Many condos are priced for second homeowners who rent the units during peak travel weeks and pass on the cost of the mortgage payment and fees. To wit: the Mammoth Lakes 2017 Update estimates that as many as 80-90 percent of active buyers on the market today are second homeowners.

Figure II-20 shows the types of homes that were for sale in late summer 2017, along with the location and the types of workers who could afford them. Condos and townhomes are shown with and without adjustments for monthly fees. Monthly fees average \$500 to \$1,000 depending on the type of unit and amenities offered. A \$500 month fee—about half of the affordable monthly payment for the average administrative or maintenance worker—reduces the affordable home price by around \$100,000.

The more affordable condos are in older buildings, are relatively small (less than 1,000 square feet), and need cosmetic improvements. The least affordable units in the condo/townhome category mostly consist of higher end townhomes or duplexes to fourplexes with high-level finishes and onsite amenities (e.g., swimming pool, hot tub).

**Figure II-20.**  
**Homes for Sale by Type and Workforce Affordability, Mono County, August 2017**

Price	No. of units listed	Primary Locations	Workers who could afford (of job categories projected to grow)
<b>Single Family Homes</b>			
\$0-\$150,000	4	Mammoth Lakes (1 cabin), Bridgeport, Coleville	Service, retail, food and beverage
\$150,000-\$250,000	1	Bridgeport	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	5	Bridgeport, Coleville, June Lake	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	10	Bridgeport, June Lake, Bishop, Mammoth Lakes (1)	Professional services, lawyers, civil engineers
\$550,000+	<u>98</u>	Mostly Mammoth Lakes	No significant projected jobs
<b>Total</b>	<b>118</b>		
<b>Condos and Townhomes</b>			
\$0-\$150,000	0		Service, retail, food and beverage
\$150,000-\$250,000	7	Mammoth Lakes	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	24	Mammoth Lakes	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	32	Mammoth Lakes	Professional services, lawyers, civil engineers
\$550,000+	<u>56</u>	Mammoth Lakes	No significant projected jobs
<b>Total</b>	<b>119</b>		
<b>Condos and Townhomes (adjusted for monthly fees)</b>			
\$0-\$150,000	0		Service, retail, food and beverage
\$150,000-\$250,000	0	Mammoth Lakes	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	7	Mammoth Lakes	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	24	near	Professional services, lawyers, civil engineers
\$550,000+	<u>32</u>	Mammoth Lakes	No significant projected jobs
<b>Total</b>	<b>63</b>		
<b>Mobile Homes</b>			
\$0-\$150,000	1	Mammoth Lakes	Service, retail, food and beverage
\$150,000-\$250,000	0	N/A	N/A
\$250,000-\$350,000	0	N/A	N/A
\$350,000-\$450,000	0	N/A	N/A
\$550,000+	<u>0</u>	N/A	N/A
<b>Total</b>	<b>1</b>	N/A	N/A

Source: BBC Research & Consulting and MLS.

Figure II-21 shows what current owners in Mono County pay to service their mortgage, as well as homeowner association (HOA) dues and costs of utilities. As demonstrated by the figure, HOA dues for attached products, condos, and especially manufactured homes, add a significant amount to the costs of ownership. Total condo and mobile homes costs approach \$1,500 per month when HOA dues are considered. This is just \$500 less than the average costs of a single family detached home.

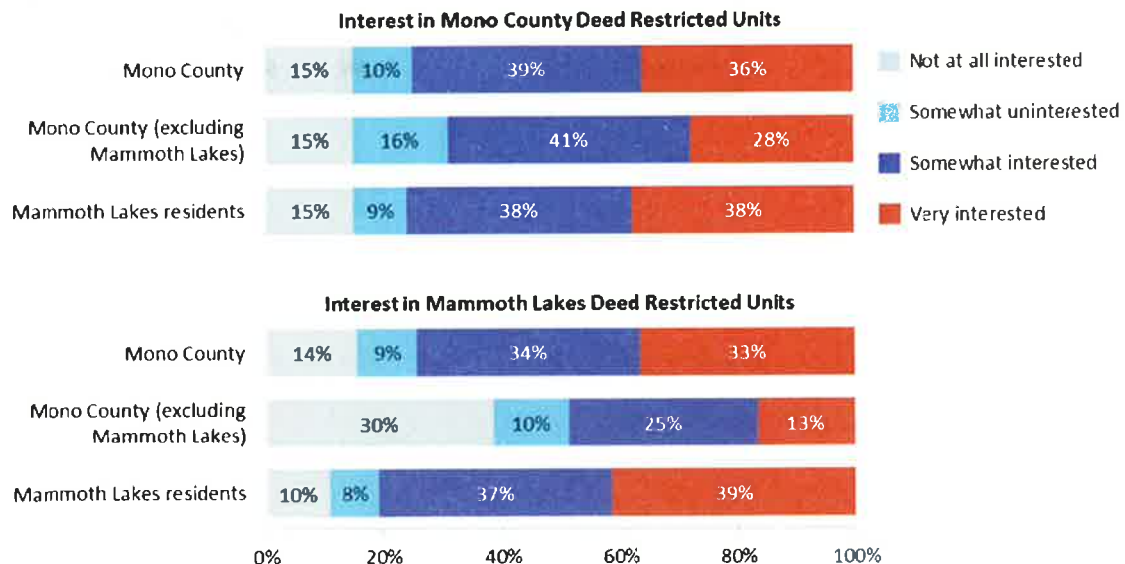
**Figure II-21.**  
**Homeowner Housing Costs, Mono County, 2017**

	Mortgage		HOA		Utilities	
	Median	Average	Median	Average	Median	Average
Single family home	\$2,000	\$1,984	\$10	\$109	\$300	\$362
Townhome, duplex	\$1,300	\$1,374	\$400	\$399	\$200	\$263
Condo/apartment building	\$1,085	\$1,270	\$356	\$427	\$200	\$221
ADU	-	-	-	-	-	-
Mobile home/manufactured home	\$670	\$773	\$800	\$775	\$200	\$304
All rents, regardless of type	\$1,515	\$1,708	\$375	\$407	\$300	\$330

Source: 2017 Housing Choice and Needs Survey, Resident Sample.

**Demand for deed restricted products.** Overall, renter interest in deed restricted units located in either Mono County or Mammoth Lakes is high; more than one in three renters are very interested in a deed restricted unit in Mono County. As shown in Figure II-22, Mammoth Lakes renters are more likely than renters elsewhere in the County to be very interested in purchasing a deed restricted unit.

**Figure II-22.**  
**Renter Interest in Deed Restricted Units Located in Mono County and Mammoth Lakes**



Source: 2017 Housing Choice and Needs Survey, Resident Sample.

Realtors in the area confirm this interest; they are reporting a stabilized market for deed-restricted ownership products, according to the Mammoth Lakes 2017 Update. Units that become available are quickly purchased. Since 2011, there have been nine resales of deed restricted products, or about two resales per year. These units are offered at a considerable discount—about half of the market sales price of similar units. Prices range from between \$100,000 and \$300,000, depending on the unit. As demonstrated by the figure above, units in

this price range are nearly impossible to find in Mammoth Lakes and very scarce in other parts of the County.

**Rental market.** The median contract rent (excluding utilities) was reported at \$574 in 2000. It rose considerably in the following years, to a median of \$862 in 2004. Rents fell during the Great Recession by an estimated 20 to 25 percent—but in recent years, have increased steadily, around 2 to 3 percent annually.

The Zillow Rent Index places the average rent in the County at nearly \$2,000 per month. Survey respondents report a lower rent, of \$1,309, yet more than twice the rent in 2000. On average, utilities add \$290 per month. Figure II-23 presents the median and average rent and monthly utilities by housing type as reported by Housing Choice survey respondents. The infographic that follows shows rental trends.

These costs are very close to the costs of homeownership.

**Figure II-23.**  
**Monthly Rent and Utilities by Housing Type**

Source:  
2017 Housing Choice and Needs Survey,  
Resident Sample.

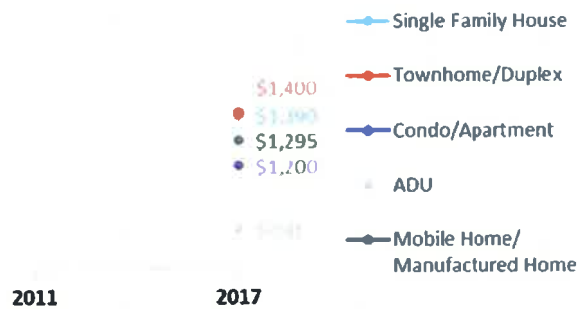
	Monthly Rent		Monthly Utilities	
	Median	Average	Median	Average
Single family home	\$1,390	\$1,484	\$300	\$388
Townhome, duplex	\$1,400	\$1,400	\$230	\$289
Condo/apartment building	\$1,200	\$1,222	\$200	\$242
ADU	\$950	\$943	\$100	\$150
Mobile home/manufactured home	\$1,295	\$1,133	\$250	\$290
<b>All, regardless of type</b>	<b>\$1,200</b>	<b>\$1,309</b>	<b>\$250</b>	<b>\$290</b>



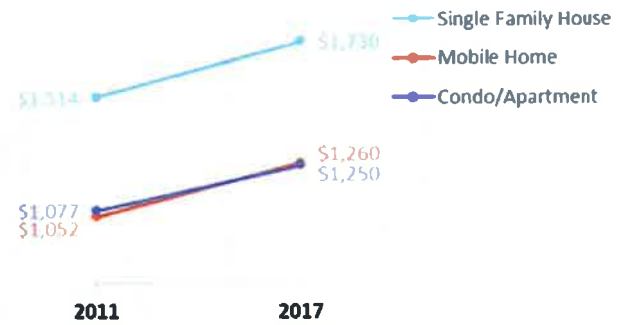
# MONO COUNTY AND TOWN OF MAMMOTH LAKES TRENDS IN THE RENTAL MARKET

## MONO COUNTY

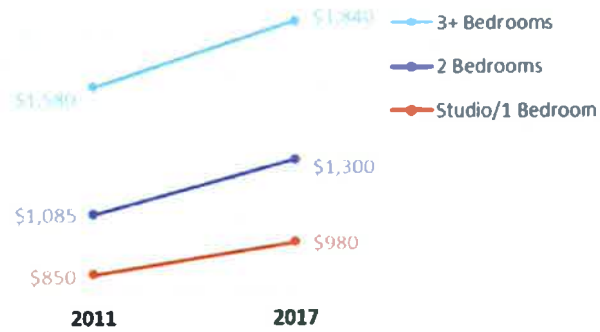
### AVERAGE RENTS BY UNIT TYPE



## MAMMOTH LAKES



### AVERAGE RENTS BY BEDROOM SIZE

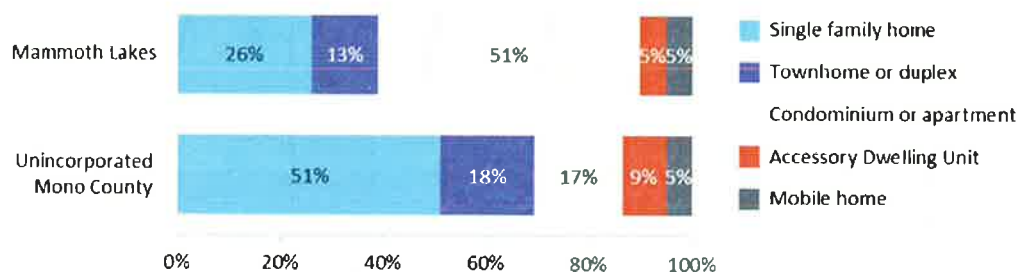




Overall rental vacancies are very low, below 2 percent. As discussed previously, renters live throughout Mono County, but the proportion of renters compared to homeowners varied widely by community. Renters comprise disproportionate shares of housing units (i.e., greater than County average of 41%) in: Coleville (81% of occupied units are renters), Lee Vining (71%), June Lake (69%) and Mammoth Lakes (54%) and ACS data report all occupied housing units in Topaz are renter households.

Figure II-24 compares the types of units renters occupy in the unincorporated County and Mammoth Lakes. As shown, renters living in Mammoth Lakes are much more likely than those living elsewhere in the County to live in condominiums or apartments. County renters are more likely to live in single family homes and Accessory Dwelling Units (ADUs) than renters in Mammoth Lakes.

**Figure II-24.**  
**Types of Units Occupied by Renters, Unincorporated County and Mammoth Lakes and County, 2017**



Source: 2017 Mono County/Mammoth Lakes Live and Work Survey.

The Mammoth Lakes 2017 Update reports an inventory of around 200 deed-restricted rental units located in Mammoth Lakes. Similar to deed-restricted for sale products, these units rent for between half and 75 percent of market rents. Around 20 percent (40 units) are seasonal rentals available to mountain seasonal employees. Most of the units were created in the late 1990s or early 2000s; only 20 were produced after 2010 (all during 2012).

## Housing Needs Today

A model was developed, similar to that used in the 2017 Update for Mammoth Lakes, to estimate housing needs in Mono County. The results of this modeling effort are shown in the figure below. Housing needs are estimated for the unincorporated County, Mono County overall, and for Mammoth Lakes (using a methodology similar to the town study).

Current needs were calculated as follows:

- The model assumes that between 40 and 55 housing units are needed to accommodate workers who would take unfilled jobs if housing were available. These numbers are based on employers' estimates of unfulfilled jobs. About 10 percent of these jobs are placed in the unincorporated County for the purposes of this model.

- The 2017 Update estimates that 220 in-commuters would like to live in Mammoth Lakes if they could. These housing needs are added to the range of units needed for Mammoth Lakes only.
- Based on responses to the survey, an estimated 31 worker households plan to leave the county annually due to the housing shortage.
- Overcrowded units were based on housing occupancy reported by year around and seasonal workers. Units that contain more than 2 people per bedroom are counted as overcrowded. It is also assumed that overcrowding is alleviated by creating one to 1.5 additional units for each three overcrowded units.
- The need estimates are compared against reports of renters who responded to the survey and said they had been displaced in the past three years. Some of these renters are living in overcrowding conditions.
- The needs also take into account how units that owners plan to sell and conversion of units into long-term or vacation rentals will affect demand:
  - About 10 percent of current owners plan to sell in the next five years. This is consistent for the unincorporated County, the County overall, and Mammoth Lakes.
  - An additional 5 percent of seasonal owners plan to sell; the values of their homes are in the \$200,000 to \$750,000 range. Some may be suitable for workers who rent and want to buy.
  - Overall, 5 percent of year-round resident homeowners who responded to the survey plan to convert their property to short term or vacation rentals in the next five years—approximately 146 units. Most (82%) live in Mammoth Lakes. The remainder lives in June Lake (13%) and Bridgeport (5%).
  - Among seasonal homeowners, most owners of seasonal properties do not lease or offer their unit to other vacationers; they use the units for their use only. Of those planning to convert to short term or vacation rental in the next five years (8%), half live in June Lake and half in Mammoth Lakes.

Considering all of these indicators, the model results in a range of needs for the unincorporated County, the County overall, and for Mammoth Lakes. It is important to note that housing needs shift constantly as households change composition, jobs are created (or eliminated), workers move jobs, and households' preferences change. As such, housing planners should always manage to a range of need—and not be overly concerned about developing an exact number.

Ownership needs are estimated based on the number of renters who want to be owners. These numbers are large, as the vast majority of renters said they hoped to own in Mono County at some point. The primary takeaway from the Ownership Demand numbers are that renters are very interested in buying and would accept deed-restricted products as an opportunity to own a home. To the extent that affordable homeownership could be created, it would alleviate some of the demand for new rental units.

Finally, the model estimates the range of rehabilitation needs for renters and owners. This is based on the proportion of survey respondents who said their units were in “poor” or “fair” condition.

Future housing needs are largely determined by employment growth. Estimates of job growth differ widely due to variance in economic conditions. The housing needs projections for 2022 use three job growth scenarios: one based on last year’s growth, one incorporating the more aggressive state growth estimates, and one based on input from employers who were surveyed for this study. The most conservative estimate shows a need for 184 housing units by 2022. The accelerated growth estimate suggests a need for as many as 664 units.

The reality will likely be somewhere in the middle and, in the unincorporated County, require approximately 70 housing units to accommodate housing demand. This is in addition to the 50 to 100 units that are needed to address renters’ needs currently.

If broadband access is improved and more remote workers are attracted to the County, an additional 133 units may be needed to accommodate these workers moving into the County.

## Current and Future Housing Needs

Current Housing Needs	County Overall	Mammoth Lakes	Unincorporated County
<b>Renter Demand</b>			
<i>Rental units needed to house workers for unfilled jobs</i>	40-55	40-55	5-10
<i>Commuters who would like to live in Mammoth Lakes</i>	220	220	0
<i>Worker households who plan to leave the County due to lack of housing</i>	31	25	7
<i>Year round worker households that are overcrowded</i>	247	116	131
<i>Seasonal worker households that are overcrowded</i>	44	44	0
<i>Units needed to alleviate overcrowding (1-1.5 unit per overcrowded household)</i>	100-125	55-70	45-55
<i>Renters who had to move because they can't afford housing or their units converted to seasonal (for comparison)</i>	299	199	100
<b>Range of Unmet Demand for Rental Units</b>	<b>175-450</b>	<b>125-350</b>	<b>50-100</b>
<b>Ownership Demand by Renters</b>			
<i>Households who currently rent and want to be owners in the next 5 years</i>	1,009	640	369
<i>Current owners who plan to sell in next five years</i>	363	176	187
<i>Seasonal owners who plan to sell in the next five years</i>	405	359	47
<i>Total units that could be available to new owners</i>	768	534	234
<b>Range of Demand for Ownership</b>	<b>235-625</b>	<b>100-375</b>	<b>135-250</b>
<b>Repair Needs</b>			
Occupied units			
<i>Owners who need repairs (units in "fair" or "poor" condition)</i>	332	176	156
<i>Owners who need significant repairs (units in "poor" condition)</i>	33	18	16
<i>Renters who need repairs (units in "fair" or "poor" condition)</i>	1291	846	445
<i>Renters who need significant repairs (units in "poor" condition)</i>	283	186	98
<b>Future Needs</b>			
<b>From Employer Survey (Lower Bound Estimates)</b>			
FTE equivalent worker housing needed	83		
FTE seasonal workers housing needed	102		
New housing units needed, 2022	184	144	40
<b>Continued Employment Growth Scenario (Middle Estimates)</b>			
Current employment, excluding self employed	7,430		
Growth 2016-2017	2%		
Projected employment, 2022	8,163		
New jobs by 2022 if future growth is similar to 2016-2017	733	608	125
New housing units needed, 2022	339	269	70
<b>State Projections of New Jobs plus Replacement (Upper Bound Estimates)</b>			
New jobs, regional growth by industry applied to Mono County	444		
Replacement jobs	991		
New jobs by 2022 based on state projections	1,435	1,135	300
Employees needed	1,196		
New housing units needed, 2022	664	524	140
<b>Self Employed Workers, Estimated Range of Growth</b>			
Job growth, self-employed workers	240		
New units for self-employed workers	133		

Note: Model assumes that there are 1.8 workers per household, except for seasonal (2.5), and workers hold 1.2 jobs.

Source: BBC Research & Consulting.

More information on needs appears in Section III of this report, which details the findings from the resident surveys.

The primary housing needs in Mammoth Lakes, as documented in the Mammoth Lakes 2017 Update are consistent with the needs identified above and include:

- Seasonal housing with rooms priced under \$600 per room (monthly rent);
- Year round rentals, with studios and 1-bedrooms renting for less than \$1,000 per month and 2 bedroom apartments at \$1,200 to \$1,500 per month;
- Ownership options:
  - Townhomes priced around \$200,000 for entry-level workers (1 to 2 bedrooms or lofts),
  - \$300,000 2- and 3-bedroom unit products for young professionals,
  - Larger, 3-bedroom+ townhomes, duplexes, single family homes if possible with access to a private or shared yard at \$400,000 and less.
  - All should have manageable HOA dues.
- All product types should be pet friendly.

The 2017 Update estimates a need for 595 housing units before 2022, requiring an average creation of 120 units per year. This includes housing in-commuters who want to move to Mammoth Lakes, workers need for unfulfilled jobs, housing units to address overcrowding, and workers filling new jobs created through 2022. Those needs are summarized in the table below.

Summary of Housing Needs	
<b>Catch up Needs</b>	330 housing units
<b>Overcrowded Households</b>	55
<b>In-commuters</b>	220
<b>Unfilled Jobs</b>	55
<b>Keep up Needs</b>	275 housing units
<b>Retiring employees</b>	45
<b>New Jobs</b>	220
<b>Total through 2022</b>	595 housing units

The Regional Housing Need allocated to unincorporated Mono County for the period January 1, 2014 through June 30, 2019 is shown below. At that time, the market was in a recessionary period and demand was much lower than it is now. The Regional Need was 46 total units.

## Regional Housing Needs, Unincorporated Mono County, 2014-2019

Income Group	Number	Percent
Extremely Low	5 units	11 %
Very Low	6 units	13%
Low	7 units	15%
Moderate	9 units	20%
Above Moderate	19 units	41%
<b>Total</b>	<b>46 units</b>	<b>100.0%</b>

Source: Mono County HCD.

## Vacation Homes and the Housing Market

According to the Mammoth Lakes 2017 Update, similar to many highly desirable tourist destinations, the vacation rental by owner market has ballooned in Mammoth Lakes. Five years ago—in 2012—Airbnb listings totaled 12. In 2016, there were an estimated 1,100 Airbnb listings in the Town of Mammoth Lakes alone. An analysis of the location of those units shows that most are in areas where the town allows them and illegal units are uncommon. The vast majority of these units are condominiums or PUDs, which is a function of where vacation rentals are allowed by the Town.

The study also reports that, thus far, loss of or conversion of year round leases to short term rentals has been uncommon. More common is an owner selling their home and the new owners converting their units to short-term/vacation rentals.

A review of the nightly rents for vacation homes shows that they can produce significant income, an average of \$250 per night. Yet few current owners plan to convert their units to short-term or vacation rentals, according to the survey conducted for this study. This may indicate that the market for such properties is only likely to grow with new ownership of these units. Specifically,

- Overall, just one in 20 year-round resident homeowners who responded to the survey plan to convert their property to short term or vacation rentals in the next five years. Most (82%) live in Mammoth Lakes. The remainder lives in June Lake (13%) and Bridgeport (5%).
- Among seasonal homeowners, 67 percent are the only household that uses the property (unit is for the owner's use only). Of those planning to convert to short term or vacation rental in the next five years (just 8%), half live in June Lake and half in Mammoth Lakes.

A recent analysis of the socioeconomic impacts of vacation home rentals in South Lake Tahoe, completed by Michael Baker International's Housing and Community Development team in California concluded that growth in the vacation rental market had both positive and negative impacts on the community. In sum:

- Growth in the vacation rental by owner market has significantly increased TOT revenues for the City;
- Costs related to servicing the presence of these units (e.g., code enforcement costs) have increased; and
- Vacation rentals had a negative overall effect on home values.

## **SECTION III.**

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### **Resident Survey Analysis**



## SECTION III.

# Survey Analysis

This section presents findings from the Mono County Housing Choice and Needs survey and includes profiles of homeowners, renters, seasonal residents and Mono County Planning Areas. Local employers participated in a survey about future job growth and the extent to which the County's housing market impacts employee recruiting and retention. Responses to the Housing Choice and Needs Survey and Employer Survey formed the basis for much of the housing model presented in Section II. This section focuses on respondents' choices, needs and preferences.

### Methodology

The 2017 Housing Choice and Needs Survey has two components, an online survey open to all Mono County residents and workers and a telephone survey of year-round County residents living in low income areas or whose household size and income meet State CDBG low income guidelines. The Low Income Survey (telephone survey) was fielded in February 2017 and the online survey (Resident Sample, Seasonal Residents, In-Commuters) was open from March 2017 through the end of May 2017. Overall, more than 1,000 residents and in-commuters responded to the Housing Choice and Needs Survey:

- Low Income Survey—301 participants;
- Resident Sample—868 participants;
- Seasonal Residents—118 participants; and
- In-Commuters—79.

A total of 41 employers participated in the Employer Survey.

### Mono County Residents

This section explores the characteristics, housing needs and preferences of Mono County's year-round residents who rent or own their home.

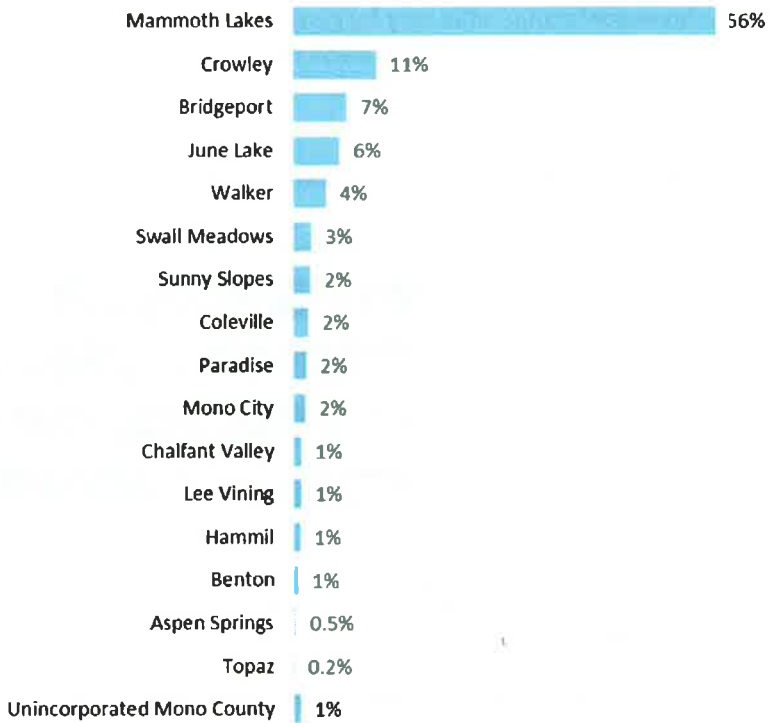
#### Who are Mono County homeowners?

**Where do participating homeowners live?** Mono County residents participating in the Housing Choice survey live throughout the county, as shown in Figure III-1. The distribution of homeowner survey respondents by place of residence is very similar to the county's population distribution overall.

**Figure III-1.  
Place of Residence—  
Homeowners**

Note:  
n=438 resident homeowners.

Source:  
2017 Housing Choice and Needs Survey,  
Resident Sample.

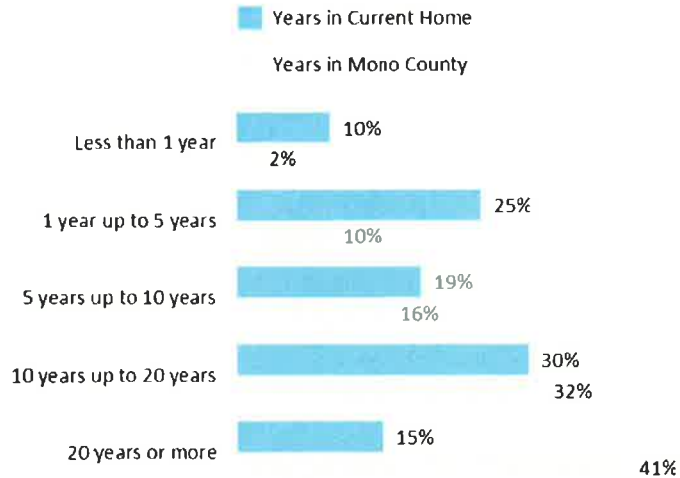


**How long have they lived in Mono County? In their home?** Two in five homeowners (41%) have lived in Mono County for 20 years or more, although only 15 percent have lived in their current home for 20 years or more. Figure III-2 shows the length of time homeowners have lived in their current home as well as in Mono County.

**Figure III-2.  
Years Lived in Current Home  
and Years Lived in Mono  
County—Homeowners**

Note:  
n=421 resident homeowners.

Source:  
2017 Housing Choice and Needs Survey, Resident  
Sample.



Homeowners responding to the Low Income survey are twice as likely as homeowners overall to have lived in their home for 20 years or more (30% compared to 15%).

**Do homeownership rates vary by generation?** Yes. Seven in 10 Baby Boomers (71%) responding to the survey are homeowners, compared to half of Gen X (54%) and 16 percent of Millennials, as shown in Figure III-3.

**Figure III-3.**  
**Do you own or rent your current residence in Mono County—Generation**



Note: n=26 Greatest Generation, 182 Baby Boomers, 280 Gen X and 143 Millennials. \*Full response option: "Live with others and offer services in exchange for rent." Other responses include homeless, camping and owning an RV but not the location where it is parked.

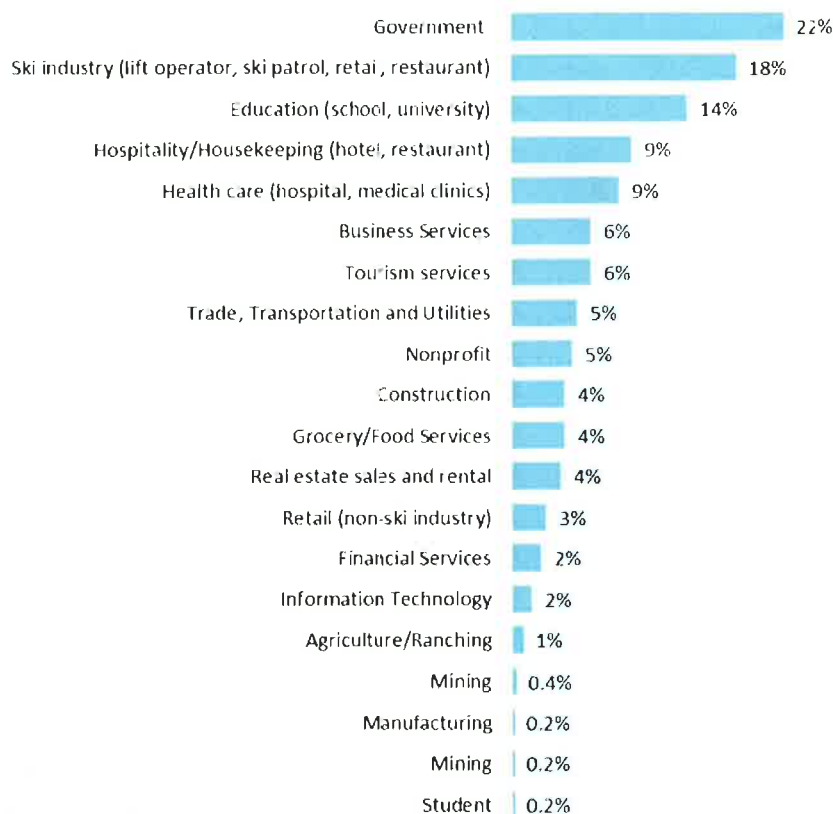
Source: 2017 Housing Choice and Needs Survey, Resident Sample.

**What are homeowners' workforce characteristics?** Four in five adults in homeowner households (83%) work full or part time; 14 percent are retired. On average, there are 1.8 working adults per homeowner household working 41 hours per week. Slightly more than one in 10 (14%) adults in homeowner households works more than one job. On average 1.35 jobs are held by working homeowner household adults. Similar to the County's overall employment profile, government, ski industry and education are the primary industries of employment of homeowner household working adults.

**Figure III-4.  
Industry of  
Employment—  
Working Adults in  
Homeowner  
Households**

Note:  
n=538 employed adults in  
homeowner households.  
Numbers add to greater than  
100 percent due to multiple  
jobs.

Source:  
2017 Housing Choice and  
Needs Survey, Resident  
Sample.



**What is the condition of homeowners' housing?** Most homeowners live in single family homes (68%). Single family homeowners are more likely than those living in attached products, condos or mobile homes to rate their housing condition "excellent" (50% compared to 29% of attached, 31% condos and 18% mobile homes). Overall, about one in 10 homeowners (10%) responding to both the online and telephone surveys rate their home's condition as "fair" or "poor". Among these homeowners, windows, weatherization and interior repairs are most needed. The Homeowners Housing Characteristics and Condition graphic identifies the most needed repairs of homeowners whose housing is in fair or poor condition by housing type.

**What were the most important factors in choosing their current home?** Homeowners rated the importance of a number of factors they may have considered important when selecting their current residence. On average, the highest rated factors were homeownership, price, high speed Internet, a garage/covered parking and private outdoor space had the highest average importance ratings. But, when homeowners had to choose the three most important factors in their decision, "owning instead of renting" (56%), price (46%) and having a garage or covered parking space (34%) were most important to the greatest proportion of homeowners. Having direct access to a ski area (6%), and being able to rent a room in their home for workforce (4%) or being able to rent their home for short term use (4%) were the three least important factors (out of 16 factors).

**Infographic data sources:** In the following graphic, the number of owner-occupied units comes from the 2015 ACS; all other data are drawn from the Housing Choice Survey results.



# MONO COUNTY HOMEOWNERS

## HOUSING CHARACTERISTICS & CONDITION

**4,906**  
OWNER-OCCUPIED  
HOUSING UNITS

### ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



Accessory dwelling unit



Mobile/manufactured home



### HOUSING TYPE

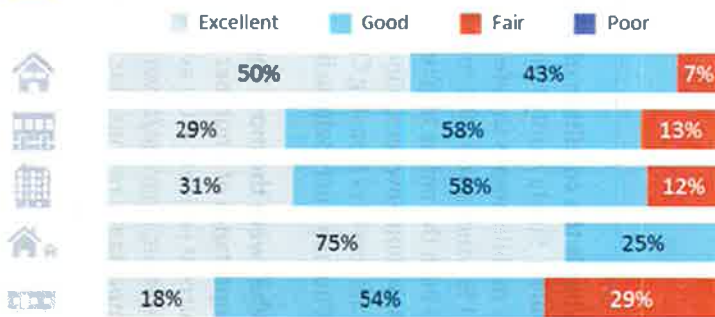


### MOST IMPORTANT FACTORS IN CHOOSING CURRENT HOME

- 1 Owning instead of renting
- 2 Price/affordability/cost
- 3 Having a garage/covered parking
- 4 Having a lot of space outside the home (e.g., large yard/property, close to open space)
- 5 Living in a more resident-focused area rather than a tourist-focused area



### HOUSING CONDITION



Low Income Sample

### MOST NEEDED REPAIRS OF FAIR/POOR UNITS

#1	#2	#3
Porch	Weatherization	Windows
Flooring	Windows	Weatherization
Weatherization	Windows	Flooring
N/A	N/A	N/A
Windows	Bathroom Plumbing	Interior Walls
Roof	Flooring	Interior Walls

The Homeowner Housing Needs and Preferences graphic presents homeowners' monthly housing costs, strategies homeowners employed in the past year to pay for housing costs, the reasons why some homeowners have friends or family living with them, the type of assistance needed to make living in the County more affordable and their future plans for their residence.

**Housing costs and affordability.** The median monthly mortgage for year-round Mono County homeowners (including taxes and insurance) is \$1,515 and \$1,100 for Low Income Survey respondents. Utilities add \$250 to \$300 to monthly housing costs. Nearly two in five Resident Sample (37%) and one-third of Low Income Survey (33%) homeowners pay \$375 in monthly HOA fees. In the past year, one in five homeowners (23%) sought additional employment to afford their housing costs and one in 10 rented out a room in their home to a local worker (12%). About 5 percent of homeowners applied for public assistance and 5 percent rented their home as a short term rental to supplement their income.

One in 10 Mono County homeowners (9%) has a friend or family member living in their home due to a lack of housing. Homeowners characterize this lack of housing as a combination of affordability (not able to afford available units) and supply (insufficient number of units available). The majority (60%) report that their friend or family member lives with them because they "cannot afford the monthly rent of places that are available in Mono County." More than two in five (44%) state that their friend or family member "cannot find a place to rent regardless of price—there are no/too few units available." One in five report that their friend or family member cannot find a place to live because landlords prefer leasing to seasonal/vacation renters (18%).

**Who lives in deed-restricted units?** Overall, 3 percent of Resident Sample homeowners and 5 percent of Low Income Survey homeowners own deed-restricted units. All of these units are located in Mammoth Lakes. Most of these units are condos or attached single family units with three bedrooms and two baths. Compared to the typical Mono County homeowner, deed-restricted homeowners are more likely to be living with a spouse/partner and children (53% compared to 27%).

**What would be most beneficial to their household to make living in Mono County more affordable?** One in four homeowners identified weatherization as the most beneficial action to make living in the County more affordable for their household (24%), and one in five would benefit from a minor home repair program (18%). More than two in five (44%) do not need anything. Slightly more than one in four Low Income Survey respondents (28%) identified needs for building more affordable housing (deed restricted, subsidized) or other type of low income housing.

**What are homeowners' future plans?** Most homeowners (89%) plan to remain in their current home over the next five or more years. One in 10 plan to sell (11%) and 5 percent plan to convert their home into a rental in the next five years. Among those planning to convert half (52%) plan to rent their home on a long-term lease (6 months or more), one-quarter envision seasonal leasing (24%) and one in four plan short term (less than a month) rentals (24%). Those preferring long-term leases desire the simplicity of long-term leases, prefer to rent to locals or short-term rentals are not allowed.

- *"More reliable, steady income compared to variable vacation rental. We own a nice home and would want trustworthy, reliable renters."*
- *"I plan on buying a new place for me and rent out my current condo. The CC&Rs dictate that I can only rent long term."*
- *"Vacation rentals are a nuisance to neighbors so long term rental only or I will sell."*

Plans for seasonal leasing are based on expectations for higher rental income and the ability to use the property when not seasonally leased.

- *"People from LA are willing to give me 1 years rent to use for 6 months. Why would I rent locally?"*

Those who prefer a short term arrangement do so for flexibility, so that they may continue to use the property for their own vacations and higher nightly income. If they were not able to rent their home on a short term basis, most would prefer to sell.

- *"I can make 2-4 times as much renting to vacationers."*
- *"Regular maintenance, I get to live in the property also, neighbors don't have to put up with a bad long term renter."*

One in four homeowners would build an ADU on their land if they had the resources. Others would be interested but zoning or lot size/terrain issues render ADU development unrealistic.

- *"100% yes, but my land/neighborhood is not zoned for multifamily dwellings. I continue to say if I could provide housing for locals, I would. A place someone like myself struggled to find before ultimately purchasing."*
- *"I definitely would do this for in-laws or to rent to a local. Unfortunately most lots in June Lake are too small or they have the giant PG&E high voltage power lines that run through the backyard (which we have). There is a 30 foot easement in our backyard that prevents us from ever being able to build."*

**Homeowners who own other Mono County residential properties.** About one in seven homeowners (16%) own one or more other residential properties in Mono County. Nearly two-thirds (63%) of homeowners lease these properties on a long-term (more than 6 month) basis. One in five (23%) lease the property on a short term basis. About 10 percent of these units are the homeowners' second home within the County for their households' personal use only. Those who rent on a short-term basis do so for income purposes and to have the flexibility to continue to use the unit:

- *"I've discovered I can make more money renting via Airbnb."*
- *"Village condo purchased in 2005 as an investment for nightly rentals."*

- *“If I were to rent my condo on a long term lease I would lose money every month. I rent my condo short term because it is profitable and an investment. If I were not able to rent short term I would sell the property.”*
  
- *“We can have the property available for family and friends when needed.”*





# MONO COUNTY HOMEOWNERS

## HOUSING NEEDS AND PREFERENCES

**1 in 4**  
would build an ADU  
if they had the  
resources



### MEDIAN MONTHLY HOUSING COSTS

	Year-Round Residents	Low Income
Mortgage	\$1,515	\$1,100
Utilities	\$300	\$250
HOA Fees	\$375	\$375
% Paying HOA	37%	33%



### 1 IN 10 HAVE FRIENDS/FAMILY LIVE WITH THEM BECAUSE THEY...

- Cannot afford the monthly rent of the places that are available to rent in Mono County **60%**
- Cannot find a place to rent, regardless of price—there are no/too few units available **44%**
- Cannot afford to buy one of the residences that are for sale in Mono County **26%**
- Cannot find a long term rental – landlords only want seasonal/vacation renters **18%**
- Cannot afford the down payment to buy a home **8%**



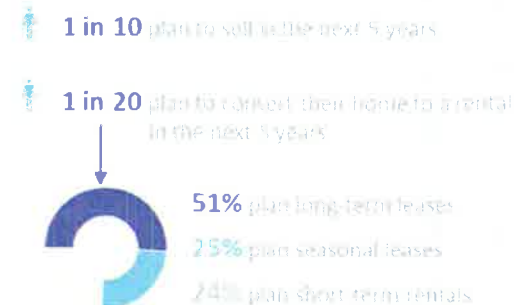
Which of the following would be most beneficial to your household to make living in Mono County more affordable?

### TOP 3 RESPONSES FROM RESIDENTS

- 1** My household does not need these programs **44%**
- 2** Weatherization and energy efficiency programs **24%**
- 3** Minor home repair program **18%**



### FUTURE PLANS



### IN ORDER TO AFFORD HOUSING COSTS IN THE PAST YEAR...

- 1 in 5** sought additional employment
- 1 in 10** rented out a room in their home
- 1 in 20** rented their home as a vacation rental
- 1 in 20** applied for public assistance

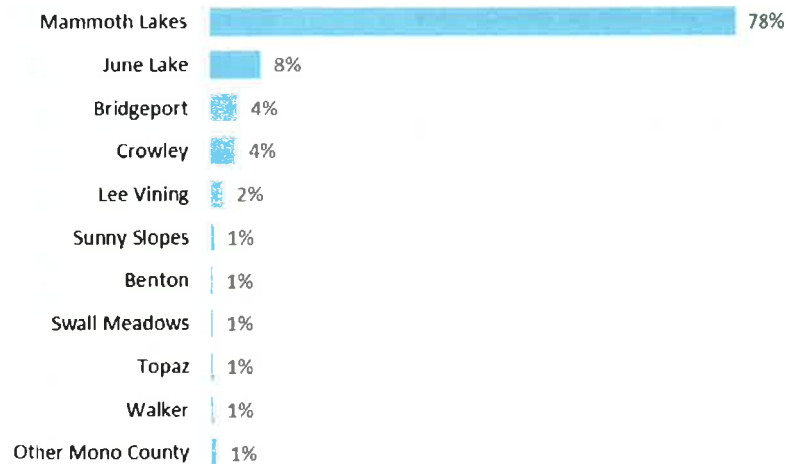
### Who are Mono County renters?

**Where do participating renters live?** Most of the renters participating in the resident survey rent in Mammoth Lakes (78%), followed by renters in June Lake (8%), Bridgeport (4%) and Crowley (4%).

**Figure III-5.**  
**Place of Residence—Renters**

Note:  
n=382 resident renters.

Source:  
2017 Housing Choice and Needs Survey, Resident Sample.

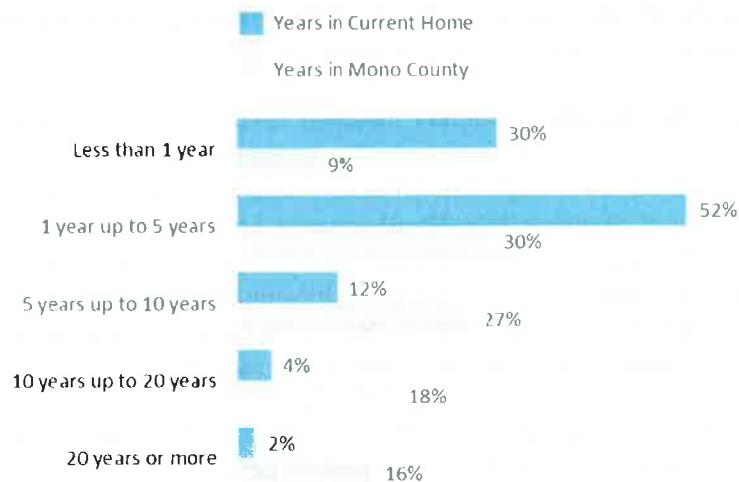


**How long have they lived in Mono County? In their home?** Nearly two in five renters (16%) have lived in Mono County for 20 years or more and one in 10 are new arrivals (9%), moving to the county in the past year. Four in five Mono County renters (82%) have lived in their current home for less than five years.

**Figure III-6.**  
**Years Lived in Current Home and Years Lived in Mono County—Renters**

Note:  
n=388 resident homeowners.

Source:  
2017 Housing Choice and Needs Survey, Resident Sample.



**What are renters' workforce characteristics?** One in four working renters (26%) is employed by the ski industry and nearly one in five (17%) work in hospitality or housekeeping. Nearly all adults in renter households work full or part time (95%). On average, there are 2.0 working adults per homeowner household working 45 hours per week. One in seven adults (15%) in renter households works more than one job. On average 1.2 jobs are held by renter household adults.

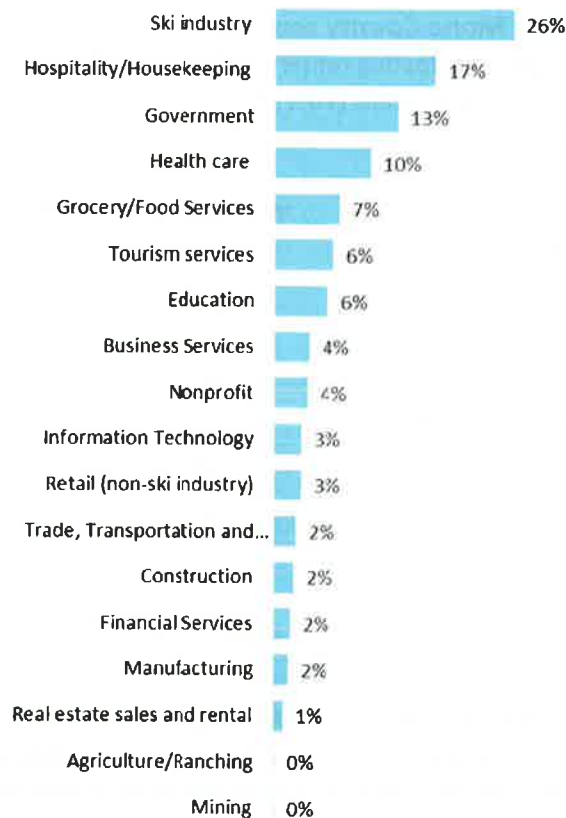
**Figure III-7.  
Industry of Employment—  
Working Adults in Renter  
Households**

Note:

n=538 employed adults in homeowner households.  
Numbers add to greater than 100 percent due to  
multiple jobs.

Source:

2017 Housing Choice and Needs Survey, Resident  
Sample.



**Are renters living in overcrowded conditions?** Among survey respondents, only 2 percent of renters live with more than two people per bedroom.

**What is the condition of renters' housing?** Overall, two in five renters (41%) consider their housing to be in "fair" or "poor" condition, a much higher share than observed for homeowners. One in 10 renters of single family homes (10%) and one in 10 condo/apartment renters (11%) live in "poor" condition units. Weatherization is most needed in fair or poor condition single family units (52%), condos (45%) and mobile homes (29%). Attached single family units most need new windows (60%). Among Low Income Survey renters, windows (35%), electrical wiring (12%) and interior walls (12%) are the most needed repairs. Most renters (64%) report that their landlord quickly responds to repair requests.

**What were the most important factors in choosing their current home?** When choosing their current home, price was the most important determining factor for Mono County renters (60%), followed by a short commute (21%) and a garage/covered parking (19%). Being able to rent a room for additional income (3%), accessibility (1%) and the ability to sub-lease the unit short-term (1%) were the least important factors.

**Infographic data sources:** In the following graphic, the number of renter-occupied units comes from the 2015 ACS; all other data are drawn from the Housing Choice Survey results.



# MONO COUNTY RENTERS

## HOUSING CHARACTERISTICS & CONDITION

**1,987**  
RENTER-OCCUPIED  
HOUSING UNITS

### ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



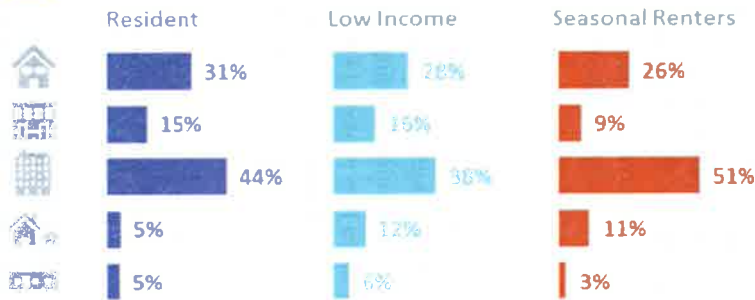
Accessory dwelling unit



Mobile/manufactured home



### HOUSING TYPE

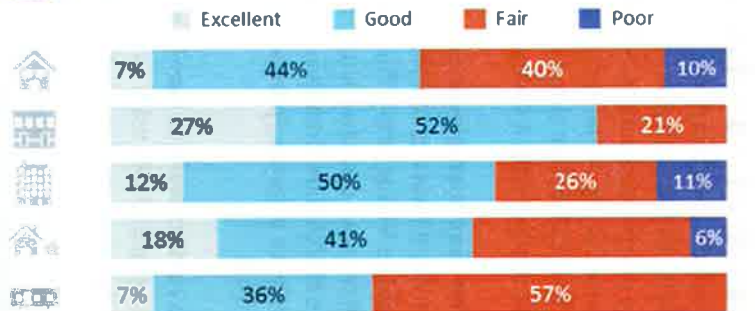


### MOST IMPORTANT FACTORS IN CHOOSING CURRENT HOME

- 1 Price/affordability/cost
- 2 Having a short (less than 15 minutes) commute
- 3 Having a garage/covered parking
- 4 Having a lot of space inside the home (e.g., number of bedrooms, playroom, etc.)
- 5 Being able to easily walk, bike, or take transit or an employer shuttle to work



### HOUSING CONDITION



Low Income Sample

### MOST NEEDED REPAIRS OF FAIR/POOR UNITS

#1	#2	#3
Weatherization	Windows	Flooring
Windows	Weatherization	Interior Walls
Weatherization	Interior Walls	Flooring
Bathroom Plumbing	Flooring	Weatherization
Weatherization	Windows	Heating System
Windows	Electrical Wiring	Interior Walls

The Renter Housing Needs and Preferences graphic presents renters' monthly housing costs, strategies renters employed in the past year to pay for housing costs, the reasons why some renters live with friends or family, the type of assistance needed to make living in Mono County more affordable and their future housing plans.

**Housing costs and affordability.** On average, renter households spend \$1,200 per month on rent; Low Income Survey renters spend \$1,050. Utilities for renters average \$250. Half of renter households (50%) sought additional employment in the last year in order to pay their housing costs. Overall, 41 percent of Mono County renters received financial support from family or friends to pay for housing in the past year. Although not important when they chose their current home, 19 percent rented out a room in their home in order to afford housing costs; this is not surprising since 25 percent of renters live with roommates.

One in five Mono County renters (19%) lives with friends or family due to a lack of housing. Among these, 73 percent live with others because they cannot afford the places available to rent in Mono County and more than half (60%) cannot find a place to rent regardless of price. Nearly two in five (37%) report that they live with others because they cannot find a landlord willing to sign a long term lease, that landlords prefer seasonal and short-term rentals.

**Who lives in affordable (publicly supported) rental units?** Nearly one in 20 renters (4%) lives in affordable rental housing (provided by Mammoth Lakes Housing, Inyo Mono Advocates for Community Action/IMACA, or housing with income qualifications). Among these, nearly all (80%) live in condos or multifamily buildings. Two in five (40%) of the affordable rental units are one bedroom units. Affordable housing renters have a similar household composition to Mono County renter households overall—about one-third (33%) live with a spouse/partner; one in four (25%) live alone (slightly higher than the typical renter household of 18%); and 17 percent live with a spouse/partner and children.

**Who lives in employer-provided housing?** Overall, one in 20 renters (7%) live in employer-provided housing. Most of these live in Mammoth Lakes (78%), followed by Bridgeport (14%) and Lee Vining (8%). The majority of employer-provided housing units are condos (68%) and 16 percent are detached single family homes. Two in five renters (40%) living in employer housing are Millennials. Compared to other renters, those living in employer housing are less likely to live with a spouse/partner and children (14% versus 25%) and most live with roommates (45%).

**Do renters want to own?** Yes. Nine out of 10 renters (91%) express a desire to own a home, and one-third (33%) want to buy a home in the next five years. A significant proportion (33%) are “very interested” in buying a deed restricted unit in Mono County.

**What would be most beneficial to their household to make living in Mono County more affordable?** Mono County renters highly value homeownership. When asked what would be most beneficial to their household to make living in Mono County more affordable, 45 percent identified a first-time homebuyer downpayment assistance program followed by rent subsidies (25%) and discounted utilities (23%) based on financial need.

**Have renters experienced displacement?** In the past three years, 30 percent of renters have had to move out of a Mono County housing unit when they did not want to move. Personal reasons (17%), landlord selling the unit (16%) and the landlord converting the unit to a seasonal or short-term rental (15%) are reasons identified for having to move by at least nearly one in five renters.

**What are renters' future plans?** More than half (53%) of Mono County renters plan to move in the next five years. Of those who plan to move, becoming a homeowner is the most frequently cited reason (53%), followed by finding a more affordable home to rent (28%) and wanting a larger home (27%). Three percent will move because their landlord plans to turn their unit into a seasonal or short-term rental. Other reasons for planned moves are moving to units with a garage, the poor housing condition, starting a family and the owner planning to sell the home.

- *"The cost to live here is too much to 'settle down' permanently."*
- *"Landlord considering selling our unit in the next 6 months."*
- *"My landlord is a slumlord and won't fix anything."*
- *"I need a garage."*
- *"I do not earn enough income to reside in Mammoth. The cost of living exceeds my income."*

**Infographic data source:** In the following graphic, all other data are drawn from the Housing Choice Survey results.



# MONO COUNTY RENTERS

## HOUSING NEEDS AND PREFERENCES

**1 in 3**  
are very interested  
in buying a deed  
restricted unit in  
Mono County



### MEDIAN MONTHLY HOUSING COSTS

	Year-Round Residents	Low Income
Rent	\$1,200	\$1,050
Utilities	\$250	\$250



Which of the following would be most beneficial to your household to make living in Mono County more affordable?

### TOP 3 RESPONSES FROM RESIDENTS

- 1 Downpayment assistance program 45%
- 2 Rent subsidies based on financial need 25%
- 3 Discounted utility costs based on financial need 23%
- 4 Weatherization and energy efficiency programs 21%



### IN ORDER TO AFFORD HOUSING COSTS IN THE PAST YEAR...

- 1 in 2** sought additional employment
- 2 in 5** receive financial support from family/friends
- 1 in 5** rented out a room in their home
- 1 in 10** applied for public assistance
- 1 in 20** have been at risk of eviction due to inability to pay rent



### 1 IN 5 LIVE WITH FRIENDS/RELATIVE DUE TO THE LACK OF HOUSING

- Cannot afford the monthly rent of the places that are available to rent in Mono County 72%
- Cannot find a place to rent, regardless of price – there are no/too few units available 60%
- Cannot afford the downpayment to buy a home 50%
- Cannot afford to buy one of the residences that are for sale in Mono County 47%
- Cannot find a long-term rental – landlords only want seasonal/vacation renters 37%



### REASONS FOR MOVING



**3 in 10 renters** have had to move when they did not want to in the past 3 years.

#### WHY?

- Personal reasons 21%
- Owner sold my rental unit 19%
- Owner converted to seasonal/short lease 18%
- Rent increased; could no longer afford 14%
- Change in household size 10%

## Seasonal

### Who are Mono County's seasonal residents?

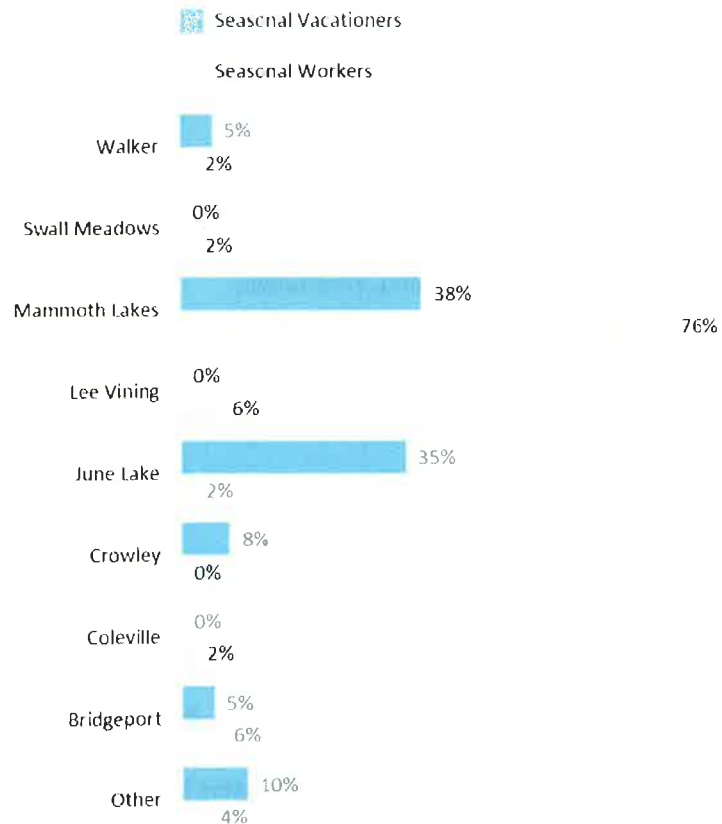
When not in Mono County, seasonal residents are most likely to live elsewhere in California, and many are from the Los Angeles area.

**Where do participating seasonal residents live when in Mono County?** Seasonal vacationers are most likely to live in Mammoth Lakes (38%) or June Lake (35%) while 76 percent of seasonal workers live in Mammoth Lakes.

**Figure III-8.**  
Place of Residence—  
Seasonal Vacationers  
and Workers

Note:  
n=50 seasonal workers and 40  
seasonal vacationers.

Source:  
2017 Housing Choice and Needs  
Survey, Resident Sample.



**What are seasonal workers' employment characteristics?** Seasonal workers are employed in a number of industries, but the greatest proportion work for the ski industry (30%) and most have jobs located in Mammoth Lakes (75%). Nearly all (91%) are employed in Mono County for the winter season (November-February). About 10 percent work in education and live in Mono County during the school year.

**Do seasonal residents own or rent?** Not surprisingly, nearly all (93%) of the seasonal vacationers participating in the survey own their unit. However, one in four seasonal workers (28%) own their Mono County home, a greater share than anticipated.



**Are seasonal renters living in overcrowded conditions?** No. None of the seasonal workers participating in the survey reported living in crowded conditions (i.e., more than two people per bedroom).

**What is the condition of seasonal residents' housing?** Compared to year-round residents, Mono County seasonal workers are more likely to report living in housing in "fair" (26%) or "poor" (14%) condition and seasonal vacationers are more likely to live in housing in "excellent" condition (67%). Among seasonal workers living in fair or poor condition housing the greatest repair need of more than half is weatherization and one-third (33%) need windows.

**Who lives in employer-provided housing?** Among seasonal workers, 16 percent live in employer-provided housing. Most of those living in employer-provided housing consider the housing to be in "good" condition.

**What were the most important factors in choosing their seasonal home?** Price is the most important factor for seasonal workers (60%) followed by owning instead of renting (40%). Owning instead of renting (85%) and having lots of outdoor space (38%) were the top two most important factors to seasonal vacationers.

**Seasonal resident housing costs and affordability.** Seasonal worker median rent is \$1,150 and the median mortgage is \$1,400. Seasonal vacationers' monthly median mortgage is \$700. Three in four (75%) seasonal residents pay a monthly HOA fee and the median HOA is \$500.

Seasonal workers employed a number of strategies to afford housing costs in Mono County in the past year:

- Two in five (45%) sought additional employment;
- One in four (27%) received financial help from family or friends;
- One in five (22%) rented out a room in their home;
- One in 10 (11%) were at risk of eviction or foreclosure due to inability to pay rent or mortgage;
- One in 10 (11%) applied for public assistance.

Overall, one in four (24%) seasonal workers live with friends or family due to a lack of housing, a slightly higher proportion than Mono County renters. *Of these seasonal workers, 90 percent live with friends or family because they cannot find a place to rent in Mono County regardless of price.*

**What would be most beneficial to their household to make living in Mono County more affordable?** Among seasonal workers, two in five (40%) would most benefit from discounted utility costs based on financial need followed by rent subsidies based on need (33%) and a first-time homebuyer downpayment assistance program (33%).

**How do seasonal vacationers use their property?** Slightly more than half of seasonal vacationers (56%) are the sole household using the home throughout the year. One in five (22%) offer their

property for use by friends, family or business associates and one in five (20%) rent their property to other seasonal vacationers or for short term vacationers. Most of those who sublease their properties make them available for a period of time in each season. AirBnB, VRBO and property management companies are the most common methods for marketing a unit's availability.

None of the seasonal homeowners plan to sell their home in the next five years. One in ten seasonal residents (9%) plan to convert their Mono County property to a rental, and most plan for seasonal (13%) or short term leases (47%).

If they had the resources, 10 percent of seasonal homeowners would consider building an ADU on their property for lease to members of the local workforce. Those who are not interested in an ADU cited zoning or HOA restrictions or were simply not interested.

- *"This is our getaway place, we don't want people close to us or having to worry about a rental or rental problems."*
- *"Not allowed for properties on inholdings in the USFS Mono Basin Scenic Area."*
- *"Another unit is not consistent with the neighborhood character or to our desires while in June Lake. Too much upkeep."*

## Planning Area Residents

This section describes residents of six Mono County Planning Areas: Antelope Valley, County Seat, June Lake, Mammoth Lakes and Mono Basin. Too few Tri Valley residents participated in the survey to facilitate a standalone analysis.

Data for the Planning Area analyses are drawn from two sources:

- 2015 American Community Survey (Census)—total housing units, owner-occupied units, renter-occupied units, seasonal units, household composition, age of residents, and housing tenure (own/rent); and
- 2017 Housing Choice Survey, Resident Sample and Low Income Sample—all other data reported.

**Figure III-9.**  
**Mono County Planning Areas**



Source: Mono County.

### **Who are Antelope Valley's residents?**

Nearly two-thirds (65%) of the Antelope Valley respondents to the Housing Choice survey live with their spouse or partner and no children in the home. More than half (58%) are age 55 or older. Three in four (73%) are homeowners. One in 10 (9%) Antelope Valley residents report living in overcrowded conditions (more than two people per bedroom).

**What is the condition of Antelope Valley residents' housing?** Nine in 10 Antelope Valley residents (90%) rate the condition of their home excellent or good. One in 10 (10%) considers their home to be in fair condition. Among the few with a home in fair condition, the heating system and windows are the most needed repairs.

**What were the most important factors in choosing their current home?** When choosing their current home, the three most important factors to Antelope Valley residents are: having a lot of space outside the home (e.g., large yard/property, close to open space, 61%), price/affordability (55%), and having private outdoor space outside the home (42%).

**Antelope Valley resident housing costs and affordability.** Antelope Valley median rent is \$750 and the median monthly mortgage is \$1,250. None of the survey respondents report paying HOA fees. The median monthly cost of utilities is \$250.

Antelope Valley residents employed a number of strategies to afford housing costs in Mono County in the past year:

- One in five (20%) sought additional employment;
- Nearly half used retirement, pension or trust fund income to pay housing costs (48%); given the median age of residents, a large share using retirement funds to pay for housing costs is not unexpected.
- Compared to other Planning Areas, Antelope Valley residents were among the least likely to have received outside help (e.g., financial assistance from family or friends or public assistance) to help with housing costs (10%). However, one in 20 (5%) was at risk of foreclosure or eviction in the past year, higher than all Planning Areas other than Mammoth Lakes.

**What would be most beneficial to their household to make living in Mono County more affordable?** Slightly more than half of Antelope Valley residents (55%) report their household does not need any assistance to make living in Mono County more affordable. One in five (18%) would benefit from a first time homebuyer downpayment assistance program and more than one in 10 (12%) need weatherization. Rent subsidies and employer-provided housing would be most beneficial to one in 10 respondents from the Antelope Valley (9% and 9% respectively).

**What Antelope Valley residents' future plans?** One in four (24%) Antelope Valley residents responding to the survey plan to move in the next five years. Among those planning to move, the top reasons motivating the change relate to homeownership—seeking a more affordable home to buy (43%) and becoming a homeowner (29%). Unique to Antelope Valley is the desire by 28

percent of planned movers for a smaller lot/less property; no other residents of Mono County planning to move expressed this desire.

One in five homeowners (22%) plan to sell in the next five years. None plan to convert their home into a rental property.

Overall, 15 percent of Antelope Valley homeowners would build an ADU if they had the resources. One homeowner who was not interested wrote, "*[There is] no demand in my community.*"

**Antelope Valley homeowners who own other Mono County residential properties.** One in four Antelope Valley homeowners own additional property in Mono County. Among these 70 percent lease property on a long-term basis (6 months or more).

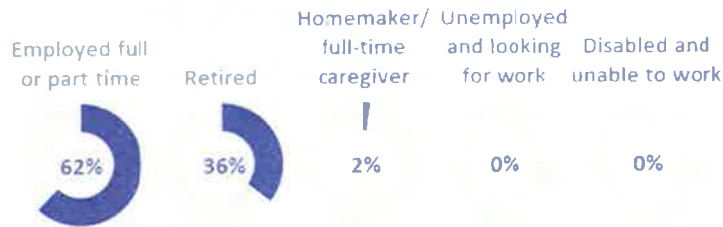


# ANTELOPE VALLEY PLANNING AREA

## RESIDENT CHARACTERISTICS



### LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)



### MEDIAN MONTHLY HOUSING COSTS

Mortgage	HOA fees
<b>\$1,250</b>	<b>N/A</b>
Rent	Utilities
<b>\$750</b>	<b>\$250</b>



### TOP INDUSTRIES OF WORKING ADULTS

	Government	68%
	Education	14%
	Business Services	7%
	Mining	7%



### What if the following would be most beneficial to your household to make living in Antelope Valley more affordable? TOP 5 RESPONSES FROM RESIDENTS

1	My household doesn't need help	55%
2	First-time homebuyer down payment assistance program	18%
3	Weatherization and energy efficiency programs	12%
4	Discounted utility costs based on financial need	9%
5	Rent subsidies based on financial need	9%



# ANTELOPE VALLEY PLANNING AREA

## HOUSING TYPES AND USES

ICON GUIDE

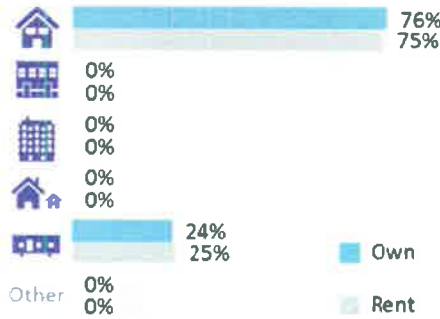
842 TOTAL HOUSING UNITS { 368 OWNER-OCCUPIED 200 RENTER-OCCUPIED

91 SEASONAL UNITS

Detached single family home



### YEAR-ROUND RESIDENTS



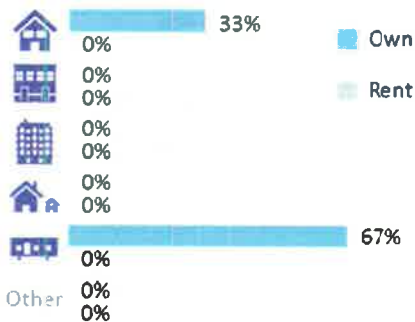
Attached single family home



Condo/apartment



### SEASONAL RESIDENTS



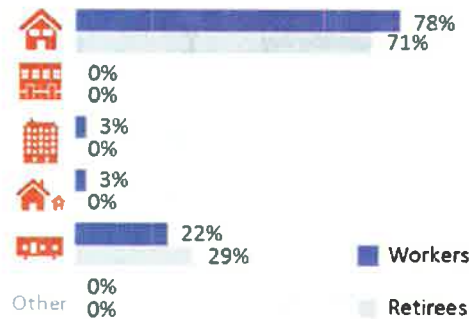
Accessory dwelling unit



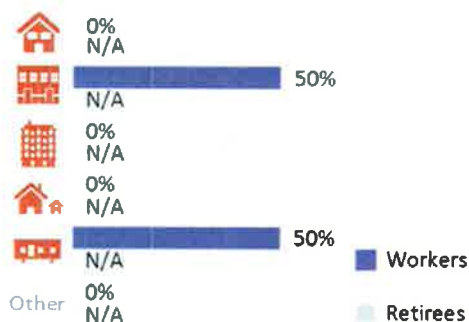
Mobile/manufactured home



### WORKERS V. RETIREES



### WORKERS V. RETIREES



### 1 IN 4 ANTELOPE VALLEY

HOMEOWNERS OWN

ADDITIONAL MONO COUNTY

RESIDENTIAL PROPERTIES

Other Property Uses

- 10% Second home/vacation residence, for personal use only
- 70% Income property for rent to tenants with long term leases (6 months or more)
- 0% Income property for rent to tenants on seasonal basis (2-3 months or season)
- 10% Income property for rent to short term tenants (less than 1 month stays)
- 10% Undeveloped land with future plans for personal use dwelling
- 0% Undeveloped land with future plans for income generating dwelling(s)

Note: Additional property is not necessarily located in Antelope Valley

### **Who are Bridgeport's residents?**

About two in five Bridgeport residents (40%) who responded to the survey live with their spouse/partner and children. More than half (60%) are between the ages of 35 and 54. One-third (34%) are renters. One in 20 (5%) Bridgeport residents report living in overcrowded conditions (more than two people per bedroom).

**What is the condition of Bridgeport residents' housing?** Slightly more than one in four Bridgeport residents (27%) rate their housing condition as "fair" and 8 percent consider their home's condition to be poor. Bridgeport residents were more likely than any others to rate their housing condition as poor. More than half (53%) with homes in fair or poor condition report windows as their most important repair need followed by bathroom plumbing (41%) and flooring (41%). About one-third need heating system (35%) and weatherization (35%) repairs.

**What were the most important factors in choosing their current home?** Price is the most important factor to more than half of Bridgeport residents (52%), followed by having a lot of space outside the home (40%) and having a short commute (less than 15 minutes, 33%).

**Bridgeport resident housing costs and affordability.** The median rent among Bridgeport renters is \$695 and the median mortgage is \$1,125. Median monthly utilities are \$275.

Bridgeport residents employed a number of strategies to afford housing costs in Mono County in the past year:

- Nearly three in 10 residents (28%) sought additional employment;
- Nearly three in 10 (28%) receive financial support from family or friends;
- One in five (22%) used a retirement, pension or trust fund;
- Nearly one in 10 (9%) rented out a room in their home;
- Fewer than one in 20 (3%) rented their home as a vacation rental; and
- Fewer than one in 20 (3%) was at risk of eviction or foreclosure.

About one in 16 (7%) has friends/relatives live with them due to a lack of housing. These households report friends/family live with them because they cannot afford the housing that is available for rent in Mono County.

**What would be most beneficial to their household to make living in Mono County more affordable?** Most households (70%) identified one or more programs or policies that would benefit their household and make living in Mono County more affordable. Weatherization and energy efficiency (26%), a first-time homebuyer downpayment assistance program (22%) and a minor home repair program (20%) were the top factors identified.

**What Bridgeport residents' future plans?** One in five Bridgeport residents (22%) plan to move in the next five years. Among those planning to move, homeownership is the most common motivator, either becoming a homeowner (36%) or to find a more affordable home to buy



(36%). One Bridgeport resident plans to move and convert their home into an income property for long term lease by a local resident.

About one in 10 Bridgeport homeowners (10%) plan to sell in the next five years. Of those planning to sell, the main reason is to move to a different town or neighborhood.

If they had the resources, about one in three Bridgeport homeowners (32%) would build an ADU. With respect to ADUs, residents offered their perspectives on why they would or would not build an ADU:

- *"I would, but do not have a big enough lot."*
- *"Shortage of rentals and employees in Bridgeport."*
- *"Not a business friendly county."*

**Bridgeport homeowners who own other Mono County residential properties.** Slightly more than one in 10 Bridgeport residents (13%) own other Mono County residential properties. Of these, half of the properties are second homes for personal use and half are undeveloped land with future plans for personal use. Of the income properties, half are leased long term and half are available for short term use.

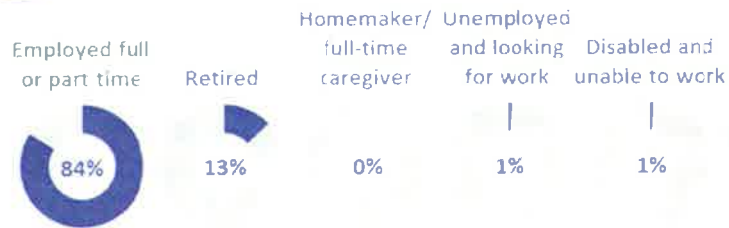


# BRIDGEPORT PLANNING AREA

## RESIDENT CHARACTERISTICS



### LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)



### MEDIAN MONTHLY HOUSING COSTS

Mortgage	HOA fees
<b>\$1,125</b>	<b>N/A</b>
Rent	Utilities
<b>\$695</b>	<b>\$275</b>



### TOP INDUSTRIES OF WORKING ADULTS

	Hospitality/Housekeeping	23%
	Ski Industry	22%
	Government	20%
	Tourism Services	9%
	Grocery/Food Services	8%



Which of the following would be most beneficial to your household to make living in Bridgeport more affordable?

### TOP 5 RESPONSES FROM RESIDENTS

1	My household doesn't need help	30%
2	Weatherization and energy efficiency programs	26%
3	First-time homebuyer down payment assistance program	22%
4	Minor home repair program	20%
5	Discounted utility costs based on financial need	14%



# BRIDGEPORT PLANNING AREA

## HOUSING TYPES AND USES

ICON GUIDE

333 TOTAL HOUSING UNITS



184 OWNER-OCCUPIED

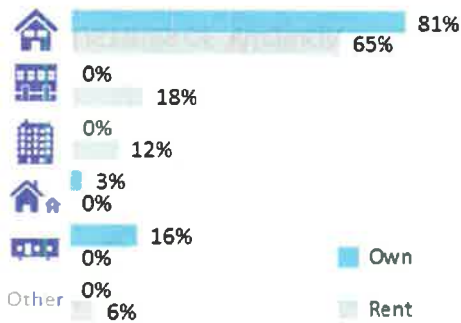
26 RENTER-OCCUPIED

75 SEASONAL UNITS

Detached single-family home



### YEAR-ROUND RESIDENTS



Attached single-family home



Condo/apartment



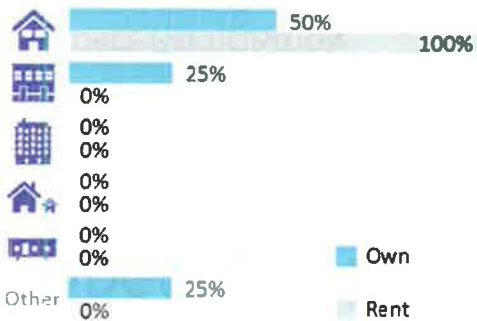
Accessory dwelling unit



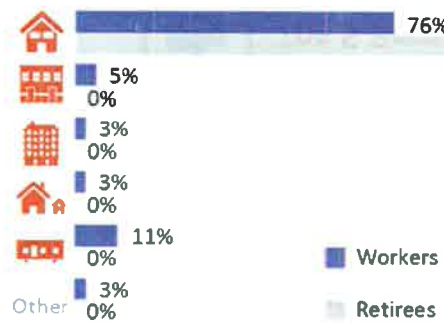
Mobile/manufactured home



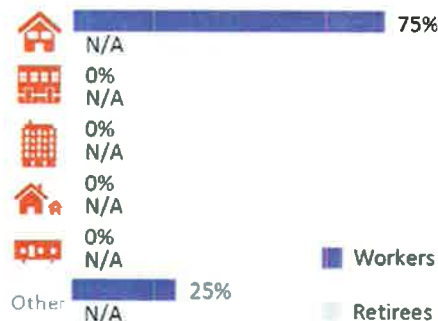
### SEASONAL RESIDENTS



### WORKERS V. RETIREES



### WORKERS V. RETIREES



**13% OF BRIDGEPORT HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES**

#### Other Property Uses

- 31% Second home/vacation residence, for personal use only
- 15% Income property for rent to tenants with long term leases (6 months or more)
- 0% Income property for rent to tenants on seasonal basis (2-3 months or season)
- 15% Income property for rent to short term tenants (less than 1 month stays)
- 31% Undeveloped land with future plans for personal use, dwelling
- 8% Undeveloped land with future plans for income generating dwelling(s)

*NOTE: Additional property is not necessarily located in Bridgeport*

### **Who are June Lake's residents?**

One-quarter of the June Lake residents responding to the survey live with their spouse/partner and children (24%) and half are couples with no children (48%). More than two in five (44%) are between the ages of 18 and 44 and 27 percent are ages 65 or older. Half (50%) are renters, the second highest share of renter respondents among the Planning Areas examined—Mammoth Lakes was the highest at 52 percent renters.

One in 20 June Lake respondents (5%) report living in overcrowded conditions.

**What is the condition of June Lake residents' housing?** Most June Lake residents consider their home to be in excellent (28%) or good condition (53%); one in five rate their housing condition fair (17%) or poor (2%). Windows (40%), weatherization (40%) and heating system (40%) repairs are most needed among those with homes in fair or poor condition.

**What were the most important factors in choosing their current home?** Price (59%) and owning instead of renting (31%) were the top two most important factors to June Lake residents, followed by having a lot of outdoor space outside the home (29%) and having private outdoor space (24%). About one in five (21%) considered a garage or covered parking most important.

**June Lake resident housing costs and affordability.** Median monthly rent among June Lake residents is \$1,050 and the median monthly mortgage is \$1,750. Median utilities are \$250.

June Lake residents employed a number of strategies to afford housing costs in Mono County in the past year:

- Three in 10 (29%) sought additional employment;
- Three in 10 (30%) receive financial support from family or friends;
- One in five (18%) rented out a room in their home;
- One in 7 (15%) used a retirement, pension or trust fund (lowest share among Planning Areas);
- One in 10 (8%) applied for public assistance;
- Fewer than one in 20 (3%) were at risk of eviction or foreclosure; and
- Fewer than one in 20 (3%) rented their home out as a vacation rental.

Overall, 10 percent of June Lake respondents report that they live with family or friends due to a lack of housing in Mono County. Of these, a lack of places to rent or buy, regardless of price, as well as being unable to afford the rent or mortgage on places available to buy or rent are both top reasons why these June Lake residents live with others. Further, 17 percent of June Lake respondents have friends or family living with them due to a lack of housing. These residents offered the same reasoning as those staying with family or friends: overall lack of housing to buy or rent and that housing which is available is not affordable.

**What would be most beneficial to their household to make living in Mono County more affordable?** Overall, 60 percent of June Lake residents would benefit from some programs or policies to make living in the County more affordable. First-time homebuyer downpayment assistance (24%), discounted utility costs based on financial need (14%), and weatherization and energy efficiency (14%) are the programs residents' considered most beneficial.

**What June Lake residents' future plans?** About one in five June Lake residents (22%) plan to move in the next five years. Of those planning to move the top reasons are seeking a more affordable home to rent (42%) and wanting to become a homeowner (33%). About 10 percent of June Lake residents (11%) plan to convert their home to a rental property in the next five years. Of these, most plan to rent their property to vacationers on less than a one month lease.

Slightly more than one-third of June Lake homeowners (35%) would build an ADU if they had the resources. Residents' perspectives on their interest in ADUs (or lack thereof) include:

- *"I definitely would do this for in-laws or to rent to a local. Unfortunately most lots in June Lake are too small or they have the giant PG&E high voltage power lines that run through the backyard (which we have). There is a 30 foot easement in our backyard that prevents us from ever being able to build."*
- *"We don't have the land on our property for this."*
- *"Want privacy."*

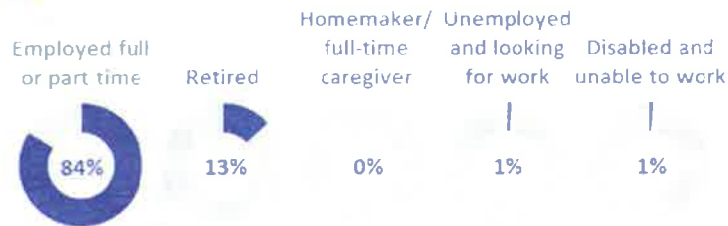
**June Lake homeowners who own other Mono County residential properties.** None of the June Lake residents who participated in the survey report owning other residential properties in Mono County—the only Planning Area where residents did not own other property.



# JUNE LAKE PLANNING AREA RESIDENT CHARACTERISTICS



## LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)



## MEDIAN MONTHLY HOUSING COSTS

Mortgage	HOA fees
<b>\$1,750</b>	<b>N/A</b>
Rent	Utilities
<b>\$1,050</b>	<b>\$250</b>



## TOP INDUSTRIES OF WORKING ADULTS

	Hospitality/Housekeeping	23%
	Ski Industry	22%
	Government	20%
	Tourism Services	9%
	Grocery/Food Services	8%



Which of the following would be most beneficial to your household to make living in June Lake more affordable?

## TOP 5 RESPONSES FROM RESIDENTS

1	My household doesn't need help	40%
2	First-time homebuyer down payment assistance program	24%
3	Discounted utility costs based on financial need	14%
4	Weatherization and energy efficiency programs	14%
5	Rent subsidies based on financial need	12%



# JUNE LAKE PLANNING AREA

## HOUSING TYPES AND USES

ICON GUIDE

802 TOTAL HOUSING UNITS



34 OWNER-OCCUPIED

77 RENTER-OCCUPIED

623 SEASONAL UNITS

Detached single family home



Attached single-family home



Condo/apartment



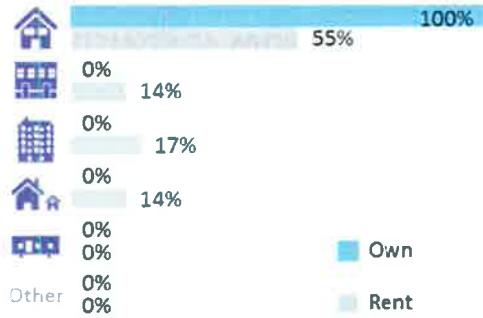
Accessory dwelling unit



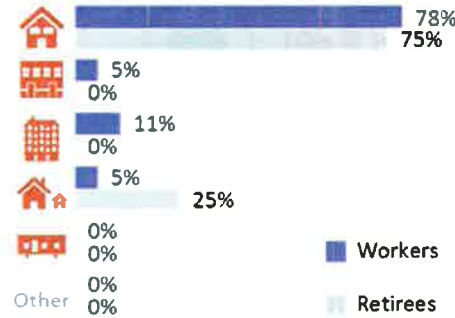
Mobile/manufactured home



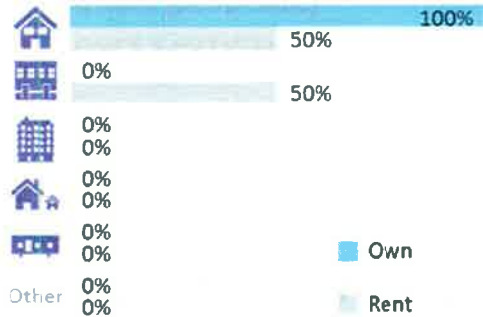
### YEAR-ROUND RESIDENTS



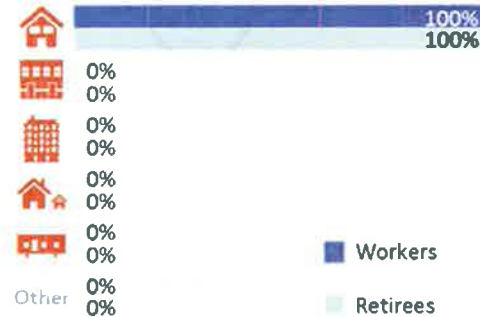
### WORKERS V. RETIREES



### SEASONAL RESIDENTS



### WORKERS V. RETIREES



### NONE OF THE JUNE LAKE HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

#### Other Property Uses

N/A Second home/vacation residence, for personal use only

N/A Income property for rent to tenants with long term leases (6 months or more)

N/A Income property for rent to tenants on seasonal basis (2-3 months or season)

N/A Income property for rent to short term tenants (less than 1 month stays)

N/A Undeveloped land with future plans for personal use (dwelling)

N/A Undeveloped land with future plans for income-generating dwelling(s)

Note: Additional property is not necessarily located in June Lake

### **Who are Long Valley's residents?**

More than half (55%) of the Long Valley respondents to the Housing Choice survey live with their spouse or partner and no children in the home. Nearly half (49%) are age 55 or older. Three in four (77%) are homeowners. One in 10 Long Valley residents (9%) report living in overcrowded conditions (more than two people per bedroom).

**What is the condition of Long Valley residents' housing?** Nearly all Long Valley residents rate their home in excellent (48%) or good (42%) condition. One in 10 (10%) consider their home to be in fair condition. Of those with homes in fair condition, bathroom plumbing (44%), weatherization (33%), kitchen appliances (33%) and flooring (33%) are the most needed repairs.

**What were the most important factors in choosing their current home?** The most important factors to Long Valley residents in choosing their current home are owning instead of renting (49%), having a lot of space outside the home (46%) and price (39%). Living in a more resident-focused area (32%), having private outdoor space (29%) and a garage/covered parking (22%) were also important factors to Long Valley residents' home choices.

**Long Valley resident housing costs and affordability.** The median monthly rent in Long Valley is \$1,500 and the median monthly mortgage is \$1,800. Median utilities are \$250/month and the median monthly HOA fee is \$49. About 10 percent of residents pay HOA fees.

Long Valley residents employed a number of strategies to afford housing costs in Mono County in the past year:

- Nearly one in five receive financial support from family or friends (18%);
- Nearly one in five used a retirement, pension or trust fund (17%);
- One in seven sought additional employment—compared to residents of other Planning Areas, Long Valley residents were the least likely to have sought additional employment in the past year (14% compared to 36% for the county overall);
- One in 14 (7%) rented out a room in their home;
- About one in 30 (3%) applied for public assistance; and
- About one in 75 (1.4%) was at risk of eviction or foreclosure.

Nearly 5 percent of Long Valley survey respondents live with family or friends due to a lack of housing. Among these residents, a lack of affordable housing to rent or buy is the primary reason they live with family or friends. About 8 percent of Long Valley residents have family or friends living with them due to a lack of housing. Both a lack of affordable homes to rent or buy as well as a lack of homes available to purchase, regardless of price, are the primary factors leading friends or family to live with them.



**What would be most beneficial to their household to make living in Mono County more affordable?** Overall, two in five Long Valley residents (41%) do not need programs or policies to make living in Mono County more affordable. Weatherization and energy efficiency (21%), first-time homebuyer downpayment assistance (16%), discounted utility costs based on financial need (12%) and a minor home repair program (11%) would be most beneficial to the greatest proportion of Long Valley residents.

**What Long Valley residents' future plans?** Nearly one in five Long Valley residents (19%) plan to move in the next five years, the lowest proportion planning to move among the Planning Areas examined. Homeownership is the primary reason these Long Valley residents plan to move, whether to become a homeowner (44%) or to find a more affordable home to buy (55%). About 9 percent of Long Valley homeowners plan to sell in the next five years. Of these most want to move to a different town or neighborhood and one want to live in a less expensive home. None of the Long Valley homeowners plan to convert their residence to a seasonal or vacation home.

Nearly one in three Long Valley homeowners (32%) would consider building an ADU to lease to local workforce. Several homeowners already have ADUs on their property; others would consider an ADU but they are prohibited by CC&Rs or the lot size is too small; others prefer their privacy and quiet.

- *"Already do and has been rented continuously for 11 years."*
- *"CC and R's do not allow that in our area."*
- *"I like open space and quiet around me."*
- *"We like being somewhat isolated from other houses."*

**Long Valley homeowners who own other Mono County residential properties.** One in five Long Valley residents (18%) own additional residential properties in the County. The majority (63%) are leased to long-term tenants and 17 percent are the Long Valley residents' second home. About 13 percent are leased as short-term rentals (less than one month). Those who lease short term identified income and flexibility as the primary reasons for preferring short term leases.

- *"I like having some flexibility to put up friends and family, plus short term pays well. I figure it is my choice to do what works best for our family. We like a balance."*
- *"Income."*

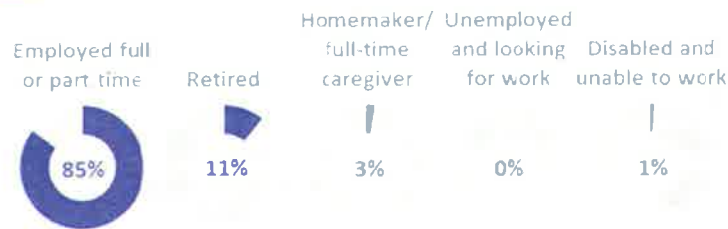


# LONG VALLEY PLANNING AREA

## RESIDENT CHARACTERISTICS



### LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)



### MEDIAN MONTHLY HOUSING COSTS

Mortgage	\$1,800	HOA fees	\$49
Rent	\$1,500	Utilities	\$250



### TOP INDUSTRIES OF WORKING ADULTS

	Government	22%
	Education	16%
	Health Care	10%
	Business Services	9%
	Ski Industry	8%



Which of the following would be most beneficial to your household to make living in Long Valley more affordable?

### TOP 5 RESPONSES FROM RESIDENTS

1	My household doesn't need help	41%
2	Weatherization and energy efficiency programs	21%
3	First-time homebuyer down payment assistance program	16%
4	Discounted utility costs based on financial need	12%
5	Minor home repair program	11%



# LONG VALLEY PLANNING AREA

## HOUSING TYPES AND USES

ICON GUIDE

653 TOTAL HOUSING UNITS



401 OWNER-OCCUPIED

58 RENTER-OCCUPIED

172 SEASONAL UNITS

Detached single family home



Attached single family home



Condo/apartment



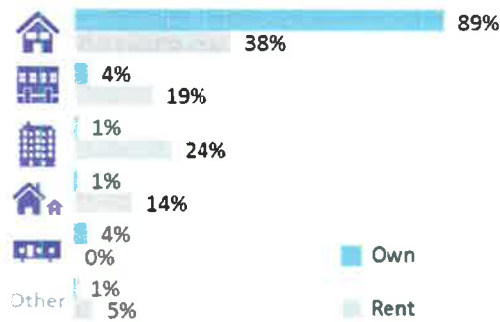
Accessory dwelling unit



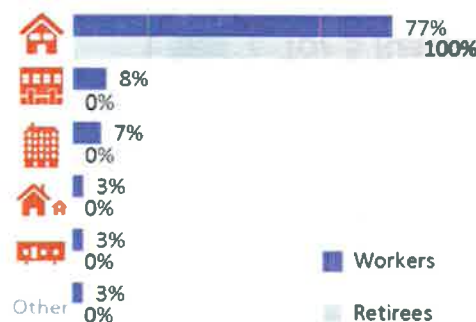
Mobile/manufactured home



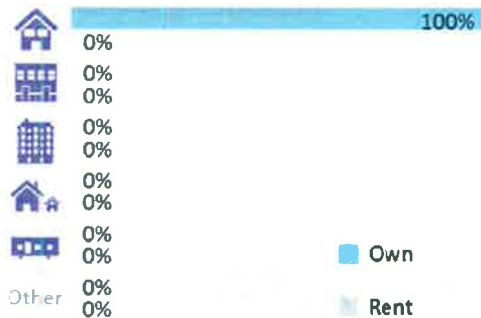
### YEAR-ROUND RESIDENTS



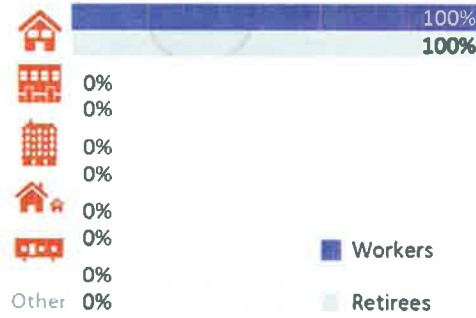
### WORKERS V. RETIREES



### SEASONAL RESIDENTS



### WORKERS V. RETIREES



### 1 IN 5 LONG VALLEY HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

- 17% Other Property Uses
- 63% second home/vacation residence, for personal use only
- 4% income property for rent to tenants with long term leases (6 months or more)
- 13% income property for rent to tenants on seasonal basis (2-3 months or season)
- 0% income property for rent to short term tenants (less than 1 month stays)
- 0% undeveloped land with future plans for personal use (dwelling)
- 4% undeveloped land with future plans for income generating dwellings

*Note: Additional property is not necessarily located in Long Valley*

### **Who are Mammoth Lakes' residents?**

The greatest proportion of Mammoth Lakes respondents (41%) live with a spouse or partner and no children and one in four (24%) live with a spouse/partner and children. The second greatest proportion of Mammoth Lakes residents (30%) live in households composed of roommates or friends. The Mammoth Lakes Planning Area has the youngest population compared to other Planning Areas—more than one-third of respondents are age 34 or younger (35%) and just 8 percent are 65 or older. Slightly more than half of residents (52%) rent. Fewer than one in 20 residents (4%) report living in overcrowded conditions (more than two people per bedroom).

**What is the condition of Mammoth Lakes residents' housing?** One in four Mammoth Lakes residents rate their home to be in excellent condition (25%) and 49 percent in good condition. One in five (21%) consider their home to be in fair condition and 6 percent rate their home's condition as poor. Nearly half (45%) of those with homes in fair or poor condition need weatherization repairs; other top repair needs are windows (36%) and heating systems (23%).

**What were the most important factors in choosing their current home?** Price was the most important factor in choosing their home for more than half of Mammoth Lakes residents (55%), followed by having a garage/covered parking space (31%) and owning rather than renting (27%).

**Mammoth Lakes resident housing costs and affordability.** Median monthly rent in the Mammoth Lakes is \$1,296 and the median monthly mortgage is \$1,550. Overall, 15 percent of Mammoth Lakes respondents pay monthly HOA fees and the median fee is \$375.

Mammoth Lakes residents employed a number of strategies to afford housing costs in Mono County in the past year:

- Two in five (42%) sought additional employment;
- Three in 10 (31%) receive financial support from family or friends;
- One in five (18%) used retirement, pension or trust fund;
- One in five (17%) rented out a room in their home;
- One in 10 (10%) applied for public assistance;
- One in 20 (5%) were at risk of eviction or foreclosure; and
- One in 30 (25%) rented their home out as a vacation rental.

Overall, 13 percent of Mammoth Lakes respondents live with family or friends due to a lack of housing—the highest proportion of the Planning Areas examined. Three out of four (76%) of these respondents live with friends or family because they cannot find an affordable place to rent. Half cannot find an affordable place to buy (47%); in addition to a lack of affordability, 60 percent say they live with family or friends because of a lack of places to rent regardless of price.

One in five respondents (18%) has friends or family living with them due to a lack of housing. Primary reasons offered for why friends or family live with them are a lack of affordable units to rent (69%) and a lack of units to rent, regardless of price (63%). A lack of affordable residences to buy is a primary factor as well (40% cannot afford available properties to buy; 21% cannot find a place to buy, regardless of price).

**What would be most beneficial to their household to make living in Mono County more affordable?** Overall, 79 percent of Mammoth Lakes respondents identified a policy or program that would be most beneficial to their household with respect to making living in Mono County more affordable. Nearly one-third (32%) identified a first-time homebuyer downpayment assistance program as most beneficial, followed by weatherization and energy efficiency (23%) and discounted utility costs based on financial need (17%).

**What are Mammoth Lakes residents' future plans?** Nearly two in five Mammoth Lakes respondents plan to move in the next five years (37%), the greatest proportion among the Planning Areas. Becoming a homeowner (45%) and buying a more affordable home (37%) were the top two reasons for planning to move followed by seeking a more affordable home to rent (25%). More than 10 percent (12%) plan to sell their home in the next five years. Living in a larger home and moving to a different town or neighborhood are the main reasons the greatest proportion plan to sell their homes.

Slightly less than 10 percent (8%) plan to convert their residence to an income property in the next five years. Half plan to lease to long-term tenants and the remainder are split between seasonal rentals and shorter term arrangements (less than one month).

**Mammoth Lakes homeowners who own other Mono County residential properties.** Overall, 15 percent of Mammoth Lakes homeowners own other residential properties in Mono County. Most (68%) rent their units long term (six months or more) and one in five (16%) lease properties on a short-term basis. Those who prefer long term leases shared a desire to provide local workforce housing and described negative externalities of short term lease arrangements.

- *"I would not want to subject my friends and neighbors to deal with the parking and noise problems."*
- *"I plan on buying a new place for me and rent out my current condo. The CC&Rs dictate that I can only rent long term."*
- *"I understand the housing shortage and would like to help out locals."*
- *"It is an easier rental. Dealing with one or two people every 6 months-year. Don't have to find someone to clean the house every weekend."*
- *"The local workforce is the reason this town is a center for tourism. We need to support those people in availability of housing, especially affordable housing. This town is full of greedy pigs who care more about making money off of tourism and rentals than housing the people who make tourism possible."*

- *"Vacation rentals are a nuisance to neighbors so long term rental only or I will sell."*

Those who prefer seasonal or short term leases point to the higher income derived as the primary reason for renting on a short term basis.

- *"I would lose money if I rented my condo out long term, instead I rent it out short term for a big enough profit that I was able to quit my high paying job to go to a more flexible job. If I were forced to rent out long term I would just sell my condo."*
- *"I've discovered I can make more money renting via Airbnb."*
- *"I can make 2-4 times as much renting to vacationers."*
- *"It would be more money."*
- *"Much higher returns and cash-flows."*

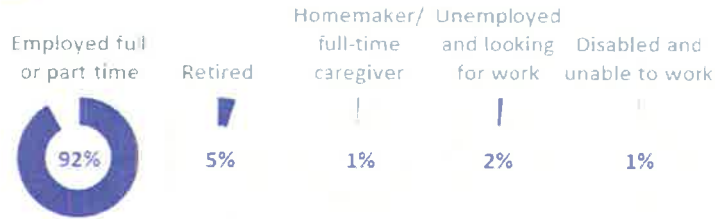


# MAMMOTH LAKES PLANNING AREA

## RESIDENT CHARACTERISTICS



### LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)



### MEDIAN MONTHLY HOUSING COSTS

Mortgage	HOA fees
<b>\$1,550</b>	<b>\$375</b>
Rent	Utilities
<b>\$1,296</b>	<b>\$300</b>



### TOP INDUSTRIES OF WORKING ADULTS

	Ski Industry	28%
	Hospitality/Housekeeping	15%
	Government	12%
	Health Care	10%
	Education	8%



Which of the following would be most beneficial to your household to make living in Mammoth Lakes more affordable?

### TOP 5 RESPONSES FROM RESIDENTS

1	First-time homebuyer down payment assistance program	32%
2	Weatherization and energy efficiency programs	23%
3	My household doesn't need help	21%
4	Discounted utility costs based on financial need	19%
5	Rent subsidies based on financial need	17%



# MAMMOTH LAKES PLANNING AREA

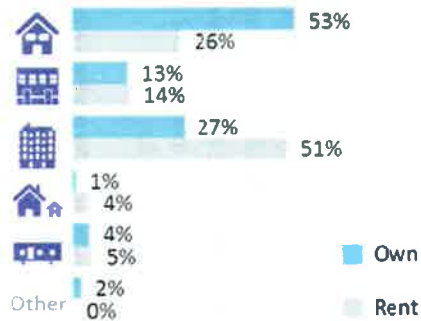
## HOUSING TYPES AND USES

ICON GUIDE

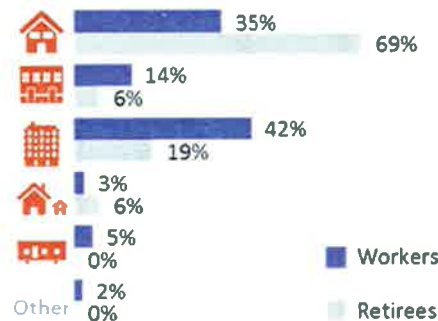
9,830 TOTAL HOUSING UNITS { 1,249 OWNER-OCCUPIED 1,444 RENTER-OCCUPIED 5,993 SEASONAL UNITS

- Detached single-family home
- Attached single-family home
- Condo/apartment

### YEAR-ROUND RESIDENTS

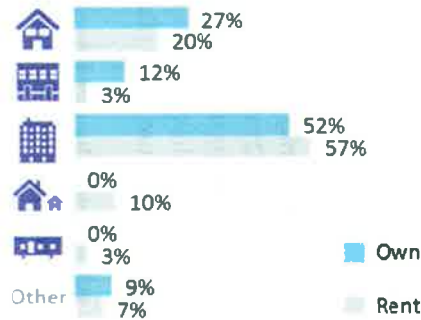


### WORKERS V. RETIREES

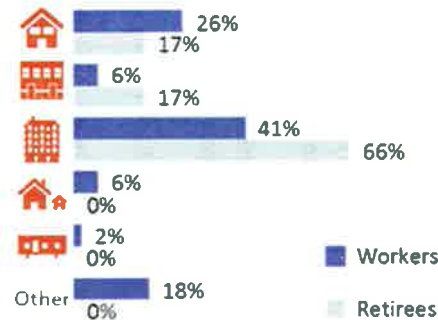


### SEASONAL RESIDENTS

- Accessory dwelling unit
- Mobile/manufactured home



### WORKERS V. RETIREES



**15% OF MAMMOTH LAKES HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES**

#### Other Property Uses

- 4% Second home/vacation residence, for personal use only
- 68% Income property for rent to tenants with long term leases (6 months or more)
- 0% Income property for rent to tenants on seasonal basis (2-3 months or season)
- 22% Income property for rent to short term tenants (less than 1 month stays)
- 4% Undeveloped land with future plans for personal use (dwelling)
- 2% Undeveloped land with future plans for income generating (dwelling)

*Note: Additional property is not necessarily located in Mammoth Lakes.*



### **Who are Mono Basin's residents?**

Half (50%) of Mono Basin respondents to the Housing Choice survey live with their spouse or partner and no children in the home. Nearly two in five (39%) live with roommates. More than 60 percent (63%) are age 55 or older. Two in five (41%) are renters. None of the Mono Basin respondents report living in overcrowded conditions.

**What is the condition of Mono Basin residents' housing?** Most Mono Basin residents rate their home's condition as either excellent (25%) or good (55%). One in five (20%) consider their home condition to be fair; none identified their home condition as poor. Of those with homes in fair condition, windows, heating system, weatherization and plumbing and electrical repairs are most needed.

**What were the most important factors in choosing their current home?** Price (55%), having a lot of space outside the home (41%) and owning instead of renting (32%) are the top factors Mono Basin residents considered most important to choosing their current home.

**Mono Basin resident housing costs and affordability.** The median monthly rent reported by Mono Basin residents is \$900 and the median monthly mortgage is \$936. None reported paying HOA fees. The median utility payment is \$190.

Mono Basin residents employed a number of strategies to afford housing costs in Mono County in the past year:

- One in three (35%) sought additional employment;
- One in four (25%) rented out a room in their home;
- One in five (19%) received financial support from family or friends;
- One in five (19%) used a retirement, pension or trust fund; and
- One in 16 (6%) applied for public assistance.

More than 40 percent of the Mono Basin residents (44%) responding to the survey report that friends or family live with them due to a lack of housing. Note that even though a small number of surveys (22) were received from Mono Basin, this high proportion indicates that there is a lack of housing to rent or buy in the Mono Basin. The most common reasons why these respondents have friends or family living with them are a lack of affordable housing to rent and that they cannot find a place to rent, regardless of price.

**What would be most beneficial to their household to make living in Mono County more affordable?** Most Mono Basin respondents (86%) identified a policy or program that would be most beneficial to them to make living in Mono County more affordable. Nearly half (45%) identified weatherization and energy efficiency as most beneficial, followed by discounted utility costs based on financial need (23%) and rent subsidies based on financial need (18%).

**What are Mono Basin residents' future plans?** One in four Mono Basin residents (25%) plan to move in the next five years. Wanting to own a home and living in a larger home are the primary reasons why Mono Basin respondents plan to move. One in 10 (12%) Mono Basin homeowners plan to sell their home in the next five years. None plan to convert their home to a rental property. One in 10 Mono Basin homeowners (10%) would consider building an ADU if they had the resources.

**Mono Basin homeowners who own other Mono County residential properties.** Half of the Mono Basin homeowners (50%) who participated in the survey own other residential properties in Mono County. Most (60%) are long-term leases and the remainder is split between seasonal (two to five month leases) and short-term rentals. One respondent who leases long term remarked that it's "*easier than short term.*" None of the other income property owners shared their reasoning for preferring long term over short term leases (or vice versa).

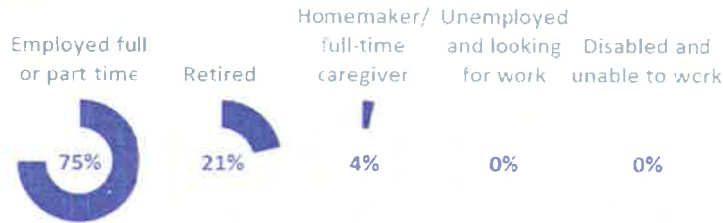


# MONO BASIN PLANNING AREA

## RESIDENT CHARACTERISTICS



### LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)



### MEDIAN MONTHLY HOUSING COSTS

Mortgage	HOA fees
<b>\$936</b>	<b>N/A</b>
Rent	Utilities
<b>\$900</b>	<b>\$190</b>



### TOP INDUSTRIES OF WORKING ADULTS

	Government	54%
	Hospitality/Housekeeping	20%
	Construction	5%
	Education	5%
	Grocery/Food Services	5%



Which of the following would be most beneficial to your household to make living in Mono Basin more affordable?

### TOP 5 RESPONSES FROM RESIDENTS

1	Weatherization and energy efficiency programs	45%
2	Discounted utility costs based on financial need	23%
3	Rent subsidies based on financial need	18%
4	First-time homebuyer down payment assistance program	18%
5	Minor home repair program	18%



# MONO BASIN PLANNING AREA

## HOUSING TYPES AND USES

ICON GUIDE

119 TOTAL HOUSING UNITS



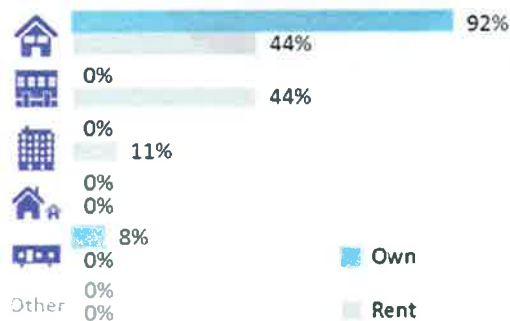
34 OWNER-OCCUPIED

36 RENTER-OCCUPIED

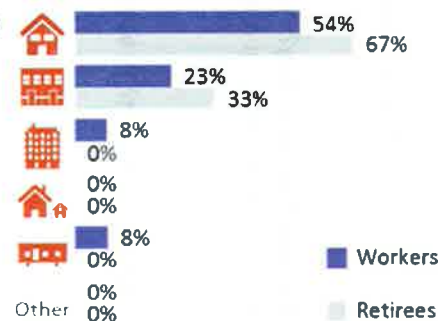
49 SEASONAL UNITS

- Detached single family home
- Attached single family home
- Condo/apartment

### YEAR-ROUND RESIDENTS



### WORKERS V. RETIREES

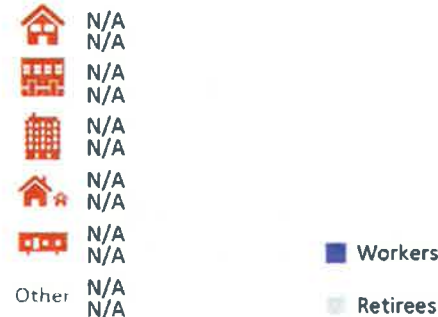


- Accessory dwelling unit
- Mobile/manufactured home

### SEASONAL RESIDENTS



### WORKERS V. RETIREES



### 1 IN 2 OF MONO BASIN HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

#### Other Property Uses

- 0% second home/vacation residence, for personal use only
- 60% income property for rent to tenants with long term leases (6 months or more)
- 0% income property for rent to tenants on seasonal basis (2-3 months or season)
- 18% income property for rent to short term tenants (less than 1 month stays)
- 18% undeveloped land with future plans for personal use (dwelling)
- 4% undeveloped land with future plans for income-generating dwelling(s)

*Note: Additional property is not necessarily located in Mono Basin*

## Employer Perspectives

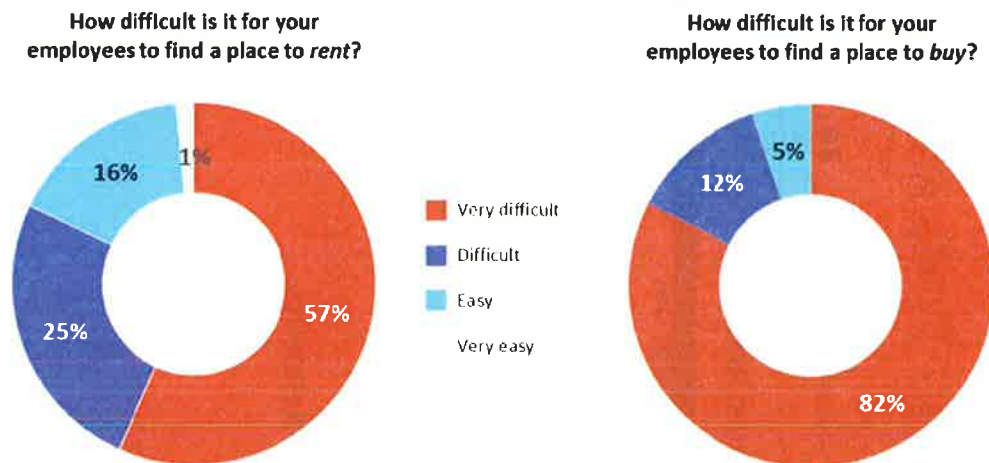
The employers who responded to the survey represent a cross-section of Mono County's employment base:

- Housekeeping—17 employers;
- Tourism—9 employers;
- Government/education—8 employers;
- Ski area—5 employers;
- Retail/food—4 employers; and
- Nonprofit—4 employers.

Most of the employers are based in Mammoth Lakes (32 employers), Lee Vining (7), June Lake (7) and Bridgeport (6).

**How difficult is it for employees to find a place to rent or buy?** From the perspective of employers, it's very difficult for their employees find a place to rent or buy. *"Impossible' is closer to the fact rather than 'Very Difficult.'"*

**Figure III-9.**  
**How difficult is it for your employees to find a place to rent? To buy?**



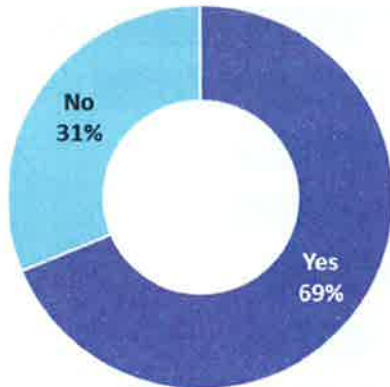
Note: n=41 employers.

Source: 2017 Employer Survey.

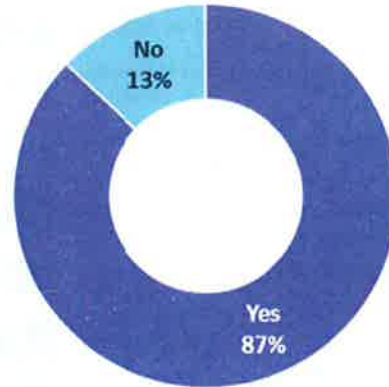
**Does Mono County's housing market impact the ability of employers to retain or recruit employees?** Yes. Nearly seven in 10 employers (69%) have had trouble retaining employees in the past two years and 87 percent have had trouble recruiting due to housing conditions in Mono County.

**Figure III-10.**  
**Due to housing conditions in Mono County, have you had trouble retaining employees?  
Recruiting?**

**In the past two years, have you had trouble *retaining* employees due to housing conditions in Mono County?**



**In the past two years, have you had trouble *recruiting* employees due to housing conditions in Mono County?**



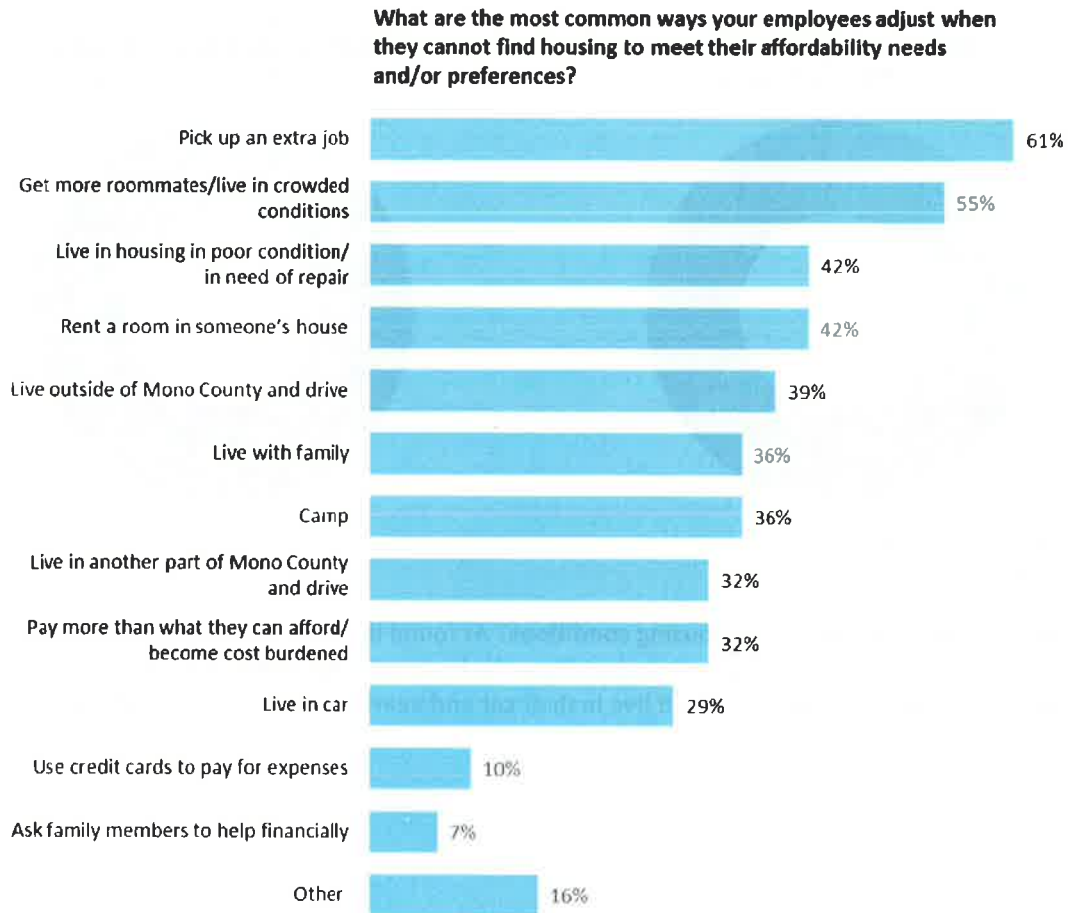
Note: n=41 employers.

Source: 2017 Employer Survey.

**How do employees adjust to housing conditions?** As found in the resident survey analysis, most employers believe their employees find additional jobs in order to afford housing. As shown, 29 percent of employees have had staff live in their car and nearly two in five have had staff camp.

**Figure III-11.**

**What are the most common ways your employees adjust when they cannot find housing to meet their affordability needs and/or preferences?**



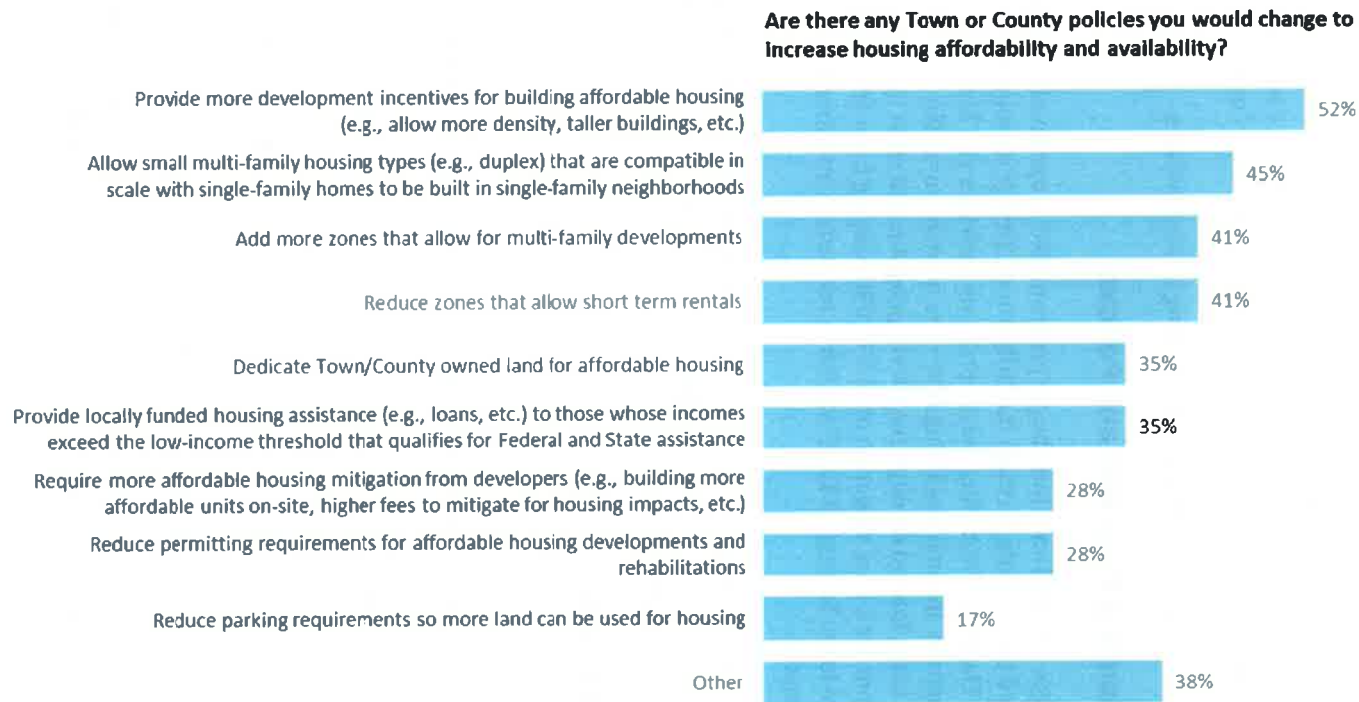
Note: n=41 employers.

Source: 2017 Employer Survey.

**How would employers increase housing affordability and availability?** Among the policy options considered, employers were most likely to favor policies that increase the supply of housing in Mono County. Half (52%) of the employers surveyed would provide more development incentives for building affordable housing and nearly half (45%) would allow small multifamily developments in scale with single family homes to be built in single family neighborhoods.

**Figure III-12.**

**Are there any Town or County policies you would change to increase housing affordability and availability?**



Note: n=41 employers.

Source: 2017 Employer Survey.



## SECTION IV.

# Housing Plan Considerations

Based on the research conducted for this Housing Needs Assessment, and the consultant team's experience in communities similar to Mono County, we offer the following programs and policies for consideration to address the current and future housing needs in the unincorporated County. They should be interpreted as a "menu of choices" for consideration by the County Board of Supervisors and the individual towns that comprise unincorporated Mono County.

We begin with a discussion of the County's past and existing housing efforts.

### Current and Past Housing Programs and Policies

Mono County currently has a First-Time Homebuyer program that is operated by Mammoth Lakes Housing and funded by the state through the HOME and CDBG (Community Development Block Grant) programs. The First-Time Homebuyer program provides gap financing by way of 30 year deferred mortgages to income qualifying first-time homebuyers. The Mono County loan portfolio consists of five loans funded through the HOME program and eight loans funded through the CDBG program for a total valuation of \$1,572,090 ranging from \$62,000 to \$200,000. These thirteen loans leveraged \$2.35 million in real estate investment in unincorporated Mono County.

The Mono County First-Time Homebuyer program was expanded to include a rehabilitation portion. The rehabilitation portion of the program has not had much activity. The County is working on fine tuning the program to make it more useful to Mono County residents.

### Mono County Current Policies

In addition to the above Housing Programs, Mono County takes various approaches to help address the housing shortage:

- Focus growth in and adjacent to existing communities – concentrate housing near existing jobs and for transit purposes
- Public transit connecting communities with job locations (e.g., Mammoth)
- Encourage energy efficiency measures to reduce cost of living
- Prescriptive designs: engineered designs for certain building structures to reduce the cost of building these structures

The below General Plan policies demonstrate an effort to attend to the current housing shortage:

- ADUs: Per 16.040 in the General Plan Land Use Element, ADUs meeting specified square footage standards are permitted outright, requiring only a building permit.
- Land Use Regulations:

➤ Density bonuses for affordable housing– June Lake Area Plan

Policy 14.A.2. Mono County, where feasible, shall work with developers and the June Lake community in constructing and maintaining affordable housing for residents.

Action 14.A.2.a. Density bonuses for affordable housing shall be applied consistent with State law (GC §65915). Where consistent with State law, projects including density bonuses shall not exceed 7.25 or 14.75 UPA in SFR or MFR, moderate-designated areas, respectively. In all other permitted areas, projects shall not exceed 26 UPA for residential units and 60 UPA for commercial lodging units.

Action 14.A.2.b. Units set aside for employee housing or for very-low and low-income tenants, shall be excluded from project density calculations. Projects meeting this criterion, however, shall not exceed the allowable density of 7.25 and 14.75 UPA in SFR and MFR, moderate areas and up to 26 UPA for residential units and 60 UPA for commercial lodging units in all other permitted areas, subject to consistency with State law.

➤ General Density Bonus Provisions (Land Use Element, Chapter 4): 04.100 Density

C. A density bonus for workforce or affordable housing shall be granted in compliance with Government Code Sections 65915-65917.

➤ Manufactured Home Subdivision

- Specific Plans: Tioga Inn SP has workforce housing component, and is coming in for a modification to increase
- Subdivisions: some subdivisions have required inclusionary housing (under the old housing mitigation ordinance)

## Expanding the Housing Toolkit

There are many approaches to addressing housing needs. Some require significant upfront investments; some utilize private sector investments; others complement ongoing efforts; and some are as simple as refining programs or streamlining existing policies.

In developing actions that are most effective, communities should first consider their “sphere of influence”—what communities can realistically do given their capacity and resources. Also of consideration is how the private sector will react to incentives or requirements. This reflection should be ongoing, as capacity, resources, and the role of the private sector changes as markets change.

The recommendations below are meant to give the individual towns within Mono County options to explore—and develop solutions that complement Countywide efforts. The recommendations that the County decides to implement will form the basis of the Action Items in the Housing Element Update.

As discussed above, the unincorporated County has provided downpayment assistance, rehabilitation funds, and both incentivized and required affordable and workforce housing development in the past. Responding to needs at the unincorporated County level can be very challenging due to lumpy demand (due to inconsistent growth patterns); limited water and sewer infrastructure that is costly to expand; resistance to growth and development; and lack of subsidies for affordable housing development.

It is imperative, therefore, that the programs and policies that are implemented are cost effective, thoughtful, and result in addressing identified needs. To that end, we recommend the following to: 1) Create new housing that is needed to address existing shortages and future demand from employment growth, and 2) Preserve existing affordable housing.

### **Creating New Housing**

The recommendations in this section recognize that unincorporated Mono County had traditionally grown relatively slowly, adding, on average, about 15-30 housing units per year. As such, these recommendations focus on converting under-used housing units and units that may become available in the future as a solution, in addition to building new units.

**No. 1. Incentivize the creation of ADUs.** Although the impact may be small, improving the condition of and expanding construction of ADUs should be part of the housing toolkit. Survey respondents expressed an interest in living in ADUs. One of the barriers to creating ADUs is obtaining construction loans (financing) and construction costs. Public and nonprofit support can reduce those barriers.

The County should explore partnerships (foundations, Community Development Financial Institutions, the Town of Mammoth Lakes) that could create a fund for construction loans or grants for owners—including second homeowners with vacant or rented properties—in exchange for affordability commitments. The County should consider, if made available by the state, using CDBG and HOME funds for development of ADUs.

The County should also create one to two prototype sketches of ADUs that meet building code requirements and hold resident meetings to market those prototypes. At least one should be able to house a 3- to 4-person family. The County should explore and borrow concepts from the City of Austin's Alley Flats Initiative, see <http://thealleyflatinitiative.org/>

**No. 2. Update the Housing Mitigation Ordinance** (Chapter 15.40 of the Mono County Code). Market conditions—and future expectations of employment growth—indicate that an update of the Housing Mitigation Ordinance is needed. Recommendations on that update should take into consideration the Town's ordinance (currently under review) to ensure that there are no conflicting incentives or requirements. The consultant team who developed this report is currently working on recommended modifications.

**No. 3. More actively engage employers in the housing needs conversation.** As part of this study, employers were surveyed to gauge their interest in participating in housing solutions. Employers showed a moderate amount of interest in being part of solutions, suggesting that more education and outreach is needed to more fully bring them on board as partners.

The Town of Mammoth Lakes' Action Plan also includes an action item to “reach out to employers to understand needs, unit availability, and build a pool of employee-tenants.” It is appropriate for the Town to lead this effort as the employment center in the County. County staff should attend this meeting and share the results of the County Needs Assessment (e.g., the information on wages v. housing prices in Section II of this study is a starting point for such a conversation). In the absence of new affordable products, employers would need to double or triple the wages they pay workers in core industries for them to afford housing, particularly homes to buy.

Employers should also be informed about the very strong desire for workers to own a home in Mono County. Employers should be willing to assist their employees attain homeownership by participating financially in programs that provide downpayment assistance (once inventory increases), home improvements, and construction and financing of ADUs.

**No. 4. Explore how to incentivize property owners to convert short term rental into long term rentals.** The past Housing Element included an action item to develop and implement a program to connect second homeowners with those needing seasonal housing to encourage the seasonal rental of such units.

Property owners were surveyed about their intention to convert the existing units into short-term and seasonal rentals—or to convert seasonal and short-term rentals into long-term rentals. Just 2 percent of owners *in the unincorporated County* said they plan to convert their units into some type of rental in the next five years. This equates to about 35 potential rentals. Current owners who plan to convert their homes into rental units are most likely to choose to convert them to long-term rentals (55%), followed by short term rentals (32%), and then seasonal rentals (14%).

As an initial incentive for conversion, the County should explore offering property owners rehabilitation funds (currently funded by CDBG). The County should also monitor the Town's action item to develop a property management system to support small landlords in exchange for affordability. Researching property management options with existing companies or building new capacity is an action item in the Town's housing plan. If the Town or a nonprofit does enact such a program, it may be appropriate to expand it Countywide.

**No. 5: Develop new housing opportunities.** The County should examine its existing land adjustment and inventory to see if there are opportunities to develop workforce housing throughout the County. The County should also examine using a nonprofit land trust to manage those properties. Not only would developing a few units in each community result in broader choice of workforce housing, it would also increase the resident basis in the County's smaller communities, resulting in local business patronage.

The County should also coordinate with the Town of Mammoth Lakes on their action item to acquire land for affordable and workforce housing. The Town of Mammoth Lakes' Action Plan includes a recommendation to approach the Forest Service about potential land exchanges. Depending on the Town's success, there may be an opportunity for a local nonprofit or land trust to create and manage land trust/affordable units in both the Town and the unincorporated County.

**No. 6. Support creation of a dedicated funding source for affordable and workforce housing.** A priority action item for the Town of Mammoth Lakes is running a ballot initiative for tax increase to support a dedicated housing fund. As housing needs are a regional concern, the County should support this effort. County staff should be part of preliminary meetings to evaluate staff capacity, build support, and market approval of the fund. In addition, if economic conditions in the County improve significantly, the County may want to participate in the fund.

### **Preserving Existing Housing**

**No. 7. Continue to regulate the vacation home market.** The County should implement regulations to manage the number of vacation rental homes in single family detached and attached neighborhoods. Nudging the short term rental market toward condominium products could help relieve the restricted supply of single family products. Based on the survey data, this would mostly affect homeowners who plan to sell their units in the future; few existing owners said they plan to convert their homes to vacation or short-term ownership.

**No. 8. Evaluate funds to assist homeowners with needed rehabilitation.** Countywide, more than 300 homeowners are living in homes that are in “fair” or “poor” condition, based on the survey conducted for this study. Thirty-three are living in units in poor condition.

Homeowner rehabilitation programs are a popular use of Community Development Block Grant (CDBG) funds in many areas, yet this program has not been popular in the unincorporated County.

County staff should continue to evaluate the challenges of the past rehabilitation program by holding meetings in various locations in the County to better understand why residents are not taking advantage of the program. It is likely that demand may be greater for rental units (see below). This effort could be done in partnership with the Town of Mammoth Lakes, which has an action item for doing outreach and approaching the High Sierra Energy Foundation about expanding rehabilitation and weatherization program options.

County housing authority staff should also work with the building department/inspections to determine if a small program that improves the conditions of mobile homes is needed and would be successful in the unincorporated County.

**No. 9. Explore rental rehabilitation programs.** Based on the data collected from renters for this need assessment, as many as 1,300 renters are living in units in substandard condition, with nearly 300 living in units in “poor” condition. This is a result of the County’s unique and older housing stock, as well as affordability constraints.

In the unincorporated County, an estimated 445 renters live in substandard units, with 100 living in units in poor condition.

Some communities are beginning to explore programs that provide grant or low interest loan funding to landlords of properties that need repair in exchange for a long-term affordability commitment. In some cases, an “insurance” fund is created to provide landlords with an incentive to rent to more challenging tenants. Other communities cover the cost of master leasing, property management, and maintenance on units (especially if there is some

opportunity to address downtime of town maintenance staff) for landlords in exchange for affordability commitments.

The county should convene a meeting with area landlords—and contact out-of-area landlords—to gauge their interest in such incentives. Out of area landlords can be identified through assessor’s data by matching the owner’s address to the unit address. Notifications from the assessor can also be used to contact local landlords; typical event marketing efforts and County notifications may also be effective. Alternatively, or before such a meeting, the County could conduct an online survey to gauge the interest and need in a rental rehabilitation program.

The County should also communicate the results of the condition needs from the resident survey to landlords to reinforce the importance of maintaining units in good condition for public health and safety.

**No. 10. Support acquisition of homes that are likely to be offered for sale** in the next 5-15 years and make them affordable to workforce. A significant number of owners surveyed for this study—more than 10 percent—said they will sell their homes in the next five years. In addition, 5 percent of seasonal owners plan to sell. This could equal as many as 200 units if these units are priced within a reasonable range and a buy down could make them affordable.

The County should explore some type of a “notification system” whereby owners who want to sell can advertise their units on a County website. The County could also help facilitate transfer of those units into a land trust, if one were to be developed in the Town and County.

## **Land Use Regulations**

**The County should continue land use regulations that encourage workforce and affordable housing development.** Although their impact varies depending upon the market, having development incentives is always a good option to encourage affordable and mixed-income housing. It is important that the County continue the regulations (some of which are currently required by state law) that provide:

- Density bonuses for projects incorporating affordable housing;
- Reductions or waivers of development fees for affordable housing projects;
- Flexibility in subdivision design to encourage clustering, zero lot line and common-wall developments, and other residential design strategies that allow for development at the gross allowable density while preserving sensitive site features; and
- At every opportunity—town halls, newsletters from community leaders, through community events—residents need to be educated about the positive effect of increasing densities and impact on addressing housing needs.

**Summary of recommendations.** These recommendations, their ability to address needs, and potential impacts are summarized below.

### Housing Solutions, Estimated Benefit and Cost

Program or Policy	Estimate of Need (Balance of County only)	Target and Benefit (Balance of County only)	Estimate of Cost/Sources of Funds (if known)
Rental repair	445 renters living in substandard units	Low income renters living in aging apartments, condos, and mobile homes	Cost is staff time to communicate with landlords the County's desire to improve rental housing stock and enforce condition problems. Costs of providing property management and maintenance services.
	100 renters living in very substandard units	<b>Prioritize</b> low income renters living in units in very poor condition	At \$15,000 per unit, would cost \$300,000 to improve 20% of very substandard units. Would require affordable exchange for larger investments.
Homeowner repair	156 owners living in substandard units	Owners in older homes with weatherization needs	At \$8,000 per unit (weatherization only), would cost \$250,000 to assist 20% of owners with weatherization needs. Funds: State CDBG.
	16 owners living in very substandard units	<b>Prioritize</b> owners living mobile homes and aging single family homes	At \$50,000 per unit, would cost \$800,000 to address full needs of owners in very substandard homes. Funds: State CDBG.
Support creation of workforce housing	50-100 rental units needed to meet unmet demand	<b>Prioritize</b> renters living in substandard and overcrowded conditions	Cost of land donation, development and downpayment subsidies
	> 300 renters interested in ownership; 90 (30%) interested in deed restricted products	Renters who want to buy. Important that units accommodate small worker households as well as families	
	40-140 new units needed to accommodate workforce growth through 2022	<b>Prioritize</b> future workers in food service, tourism, service industries	
Rehab of aging rental development. Could be required through housing mitigation ordinance.	See rental needs and ownership demand above	200 potential units. <b>Prioritize</b> units most likely to house core workforce and families.	A home priced at \$300,000 would require a \$30,000 subsidy to account for sales transaction costs
Encourage conversion of units from seasonal/short to long term rental	See rental needs above	< 20 units	Depends on incentive; should be similar to rental rehabilitation incentive

**Other recommendations considered.** There were some potential programs and policies that were considered and are not recommended at this time. These include:

- Downpayment assistance for renters who want to become owners. At this time there are so few units for sale that are affordable to workforce, downpayment assistance program on its own is unlikely to make a difference in affordability. The downpayment assistance program needs to be paired with other programs, such as rehabilitation and creation of new housing units (ADUs) to create new housing for purchase.
- Relying only on the construction of private housing to address supply constraints. Some communities have benefitted from encouraging strong residential growth and allowing new supply to address affordability constraints. This typically only works in markets with a large volume of residential development for permanent residents and in markets that soften considerably (e.g., Las Vegas during the last housing market downturn).

### **Role of the Unincorporated County/Housing Authority & Working with the Town**

Many mountain communities have housing authorities that play a very active role in developing and managing affordable housing, in addition to serving a leadership role in housing policy formation, implementation and monitoring.

The Town of Mammoth Lakes, as part of its housing action plan, will be evaluating staff roles in addressing housing needs. This evaluation may result in greater capacity to address housing needs at the town level and a liaison for County staff.

The areas where County staff should work with Town staff in addressing housing needs include:

- Inventory and identify land/underutilized buildings and partners (private owners, Forest Service) for a potential housing community;
- Explore alternative financing and insurance, including working with area banks and community development financial institutions that are more flexible than federal government-sponsored agency programs. This would include financing of ADUs;
- Join in the Town effort to evaluate a ballot initiative for a Housing Fund. County staff should be part of preliminary meetings to evaluate staff capacity, build support, and market approval of the fund.
- Explore working with the Town on development of a property management system to support small landlords in exchange for affordability. Researching property management options with existing companies or building new capacity is an action item in the Town's housing plan.
- Explore rehabilitation and weatherization funding in partnership with the Town of Mammoth Lakes, which has an action item for doing outreach and approaching the High Sierra Energy Foundation about expanding rehabilitation and weatherization program options.



- Support Town efforts to engage employers in the housing needs conversation. Provide data from this study and contact employers in the unincorporated County and encourage them to attend meetings.

At the County level, staff is encouraged to take the following roles:

- Continued administration of state CDBG funded repair programs including new programs for rental rehabilitation and potentially ADU construction (in conjunction with the Town);
- Depending on the availability of land or buildings that could be repurposed into a new housing community, manage the land conveyance process, issuance of an RFP, and oversee development;
- Administer the lottery system and deed restricted housing created in the unincorporated County and/or monitor a land trust; and
- Be a liaison between property owners participating in affordable rental incentive programs (ADUs and conversion of vacation rentals) and renters needing units.

### **Mammoth Lakes DRAFT Community Housing Action Plan**

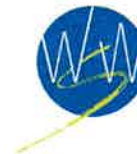
As a reference for the above recommendations, the current draft of the Town of Mammoth Lakes Community Housing Action Plan is appended to this section. The Town Council will be holding a workshop to review the Mammoth Lakes Community Action Plan on November 15, with the plan returning to Council for acceptance on December 6, 2017.

# Mammoth Lakes Community Housing Action Plan DRAFT Live, Work, Thrive! DRAFT

October 2017



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## Table of Contents

<b>INTRODUCTION .....</b>	<b>1</b>
ACKNOWLEDGEMENTS.....	2
COMMUNITY HOUS NG ACTION PLAN PROCESS .....	3
<b>MAMMOTH LAKES COMMUNITY HOUSING ACTION PLAN .....</b>	<b>5</b>
1. GOALS AND OBJECTIVES .....	6
2. FOUNDATIONAL STRUCTURE.....	8
<i>Governance Structure</i> .....	9
<i>Capacity</i> .....	11
<i>Deed Restrictions</i> .....	12
<i>Unit Management/Housekeeping</i> .....	12
<i>Housing Inventory database (GIS database)</i> .....	13
<i>Financing</i> .....	13
<i>Public outreach/education</i> .....	14
<i>Updates and Adaptation</i> .....	14
3. HOUSING ACTION STRATEGIES.....	15
<i>Priorities and Timeline</i> .....	17
<i>Roles and Responsibilities</i> .....	19
<i>Action Strategies</i> .....	21
<b>APPENDIX – DETAILED ACTION STRATEGY WORKSHEETS .....</b>	<b>31</b>

## Introduction

Through committed work and input from the community and 22-member Housing Working Group over a five-month period, the *Mammoth Lakes Community Housing Action Plan: Live, Work, Thrive* identifies housing goals and a plan for addressing community housing objectives. Strategies to meet objectives have been identified and prioritized and roles and responsibilities assigned. A timeline for achievement of priority strategies has been established, recognizing that this Plan will have life beyond this timeline to continue to evolve and meet changing community housing needs over the long term.

The Plan also recognizes that Mammoth Lakes is not starting from scratch – it builds upon successes and expands the existing housing program. This Plan will require increased investment of staffing and capacity, public land, and local financing to achieve; however, it will also focus the housing program, allow Mammoth Lakes to target strategies and use resources wisely, track progress and allow the program to evolve to meet changing needs over time.

Not just relying on the Town and Mammoth Lakes Housing (MLH), this Plan defines participation from the broader community – employers, institutions and community organizations – recognizing that it takes a community to build a community. Although the Town will ultimately be accountable, the broader community needs to be involved to ensure the success of its implementation.

## Acknowledgements

We would like to thank everyone who helped us and gave their time and assistance to create the Community Housing Action Plan. Development of the *Mammoth Lakes Community Housing Action Plan: Live, Work, Thrive* relied on the participation from Mammoth Mountain Ski Area, Mammoth Lakes Housing, Inc., Town of Mammoth Lakes and Mono County staff, elected officials, local employers, Realtors, property managers, community stakeholders, town residents and employees, and the Mammoth Lakes Housing Working Group, including:

<b>Name</b>	<b>Affiliation</b>	<b>Name</b>	<b>Affiliation</b>
Bill Taylor	Mammoth Lakes Housing Board Member	Scott Burns	Mono County Planning & Comm. Dev. Dept.
Ruth Traxler	Town of Mammoth Lakes	John Urdi	Mammoth Lakes Tourism
Lindsey Rich	Mammoth Mountain Ski Area	Sandra Moberly	Town of Mammoth Lakes
Stacy Coreless	Mono County Board of Supervisors	Thom Heller	Mammoth Lakes Fire Dept.
Paul Oster	RE/MAX of Mammoth	Colin Fernie	Town Council Member
Paul Chang	Town of Mammoth Lakes PEDC	John Wentworth	Town Council Member
Talene Shabanian	Mammoth Hospital	Jorge Espitia	Community Member
Kay Hartman	Mammoth Comm. Water District	Ken Brengle	Mammoth Lakes Chamber of Commerce
Tom Hodges	Mammoth Mountain Ski Area	Amanda Greenberg	Mono County Behavioral Health
John Helm	Eastern Sierra Transit Authority	Rich Boccia	Mammoth Lakes Foundation
Kirk Stapp	Mammoth Lakes Housing	Greg Eckert	Town of Mammoth Lakes PEDC

The Housing Working Group and many members of the general public participated from the beginning of the Housing Needs Assessment process through the completion of the Community Housing Action Plan: an eight-month commitment of time and resources. We cannot thank the community enough for the wealth of insight and experience they brought to this process. The Mammoth Lakes Community Housing Action Plan would not exist without this broad and extensive participation.

## Community Housing Action Plan Process

The Action Plan process began with an update to the 2011 Mammoth Lakes Housing Needs Assessment to:

- Identify how much, what type, at which price points, and for whom community housing is needed both currently and projected over the next five years;
- Inventory existing programs and resources and
- Understand current achievements and capacity.

Using the 2017 Housing Needs, Accomplishments and Challenges report as the foundation, the *Mammoth Lakes Community Housing Action Plan* process kicked off in July 2017. This process included seven work sessions with the Housing Working Group, two open public work sessions and an open house over a four-month period. Local officials, employers, institutions, community stakeholders and concerned residents made the decisions and dictated the outcome of the Plan, while the consultant team provided technical assistance and expertise on housing solutions in the mountain west. Through this process, the community led the Plan's development, resulting in the *Mammoth Lakes Community Housing Action Plan*.

More specifically, the process:

- Began with two open-public and Housing Working Group sessions during which the public and the Housing Working Group helped shape the objectives of the community housing program, learned about potential housing tools and strategies, and provided input on housing tools they felt should be priorities or that may be inappropriate for Mammoth Lakes.
- The Housing Working Group then spent four technical work sessions on the prioritized tools to develop action strategies that would be effective in Mammoth Lakes. Through this process, the Housing Working Group learned about options including best practices in comparable communities, researched priorities from the open public sessions, developed strategies, established a timeline, and targeted roles and responsibilities for implementation.
- The proposed actions were then brought back to the public in an open-house session, in which the public responded to proposed actions and provided feedback on priorities.

- A project website was also maintained throughout the Action Plan process. The website kept the public and Housing Working Group apprised of the process by:
  - Providing information on the Plan process, itinerary and timeline;
  - Providing a meeting schedule for public and Housing Working Group meetings;
  - Posting project documents, meeting agendas and materials;
  - Allowing for general comments; and
  - Listing contact information and Housing Working Group members.
  
- Public meetings and project updates were also noticed through newspaper publications and outreach from Housing Working Group members through social media, websites and newsletters.

## Mammoth Lakes Community Housing Action Plan

This section presents the *Mammoth Lakes Community Housing Action Plan*. This Plan represents a community effort to focus the community housing program and increase the ability to meet community housing needs. The primary components of the Plan are discussed below and include:

1. Goals and objectives. Plan goals and objectives are established to help monitor progress. Objectives should be revisited as community housing needs evolve;
2. Foundational Structure. The foundational structure represents the core operational needs of the Plan. This structure is needed for successful and efficient implementation.
- Action Strategies. The action strategies represent the prioritized strategies that have been developed to meet housing goals and objectives. The action strategies include defined roles and responsibilities and a timeline for achievement. This is the Action part of the Plan. Because not every strategy can be implemented at once, the sequencing of each prioritized strategy was based on multiple criteria:
  - Housing Needs – does the strategy address a community need? Which needs are most urgent?
  - Current Capacity – what can we do now? What expertise do we need to grow before taking on certain efforts?
  - Building Blocks – does it create an opportunity to build sequential steps in the process?
  - Ease of Implementation – are there political or capacity limits? Ability for a successful outcome?
  - Range of Impacts – does it address one need or many?
  - Extent of Impact – how much housing can it provide?



## 1. Goals and Objectives

The overall goal of the Mammoth Lakes Community Housing Action Plan is to address a range of community housing needs both in the near term and over the long haul. The 2017 Mammoth Lakes Housing Needs update showed that about 600 housing units are needed over the next five years to address the current housing shortfall for residents and the workforce and keep up with job growth over the next five years. About 340 of these units need to be priced below-market (“community housing”) to meet the full range of community housing needs. This includes homes for ownership priced below \$400,000 and rentals priced below \$1,400 per month for the average 2.5-person household. These needs will be updated within five-year’s time and the Housing Action Plan will evolve accordingly to continue to address community housing needs as they change.

In addressing community housing needs, the Mammoth Lakes Community Housing Action Plan is grounded in retaining the community’s vision and general housing policies expressed in the 2007 General Plan and 2014-2019 Housing Element. Public participants in the Housing Action Plan process identified several community characteristics that are highly valued, reinforcing the existing town vision and housing goals by:

- Retaining Mammoth Lakes as a place to live, work and play.
- Embracing the “spirit” of people who live here.
- Preserving the natural environment, with outdoor recreation access being paramount.
- Retaining the “village in the trees” character.
- Striving for quality community services – hospital, schools, college, etc.
- Ensuring quality community housing and neighborhoods are available – both existing and new.

Additional components that some feel have been lost or that would otherwise help fulfill the vision of the community, included:

- The ability for people to move to Mammoth Lakes and live, work, and grow within the community. As the family status and lifestyle of residents evolve, housing opportunities should be available that allow residents to remain and thrive in town.
- Pet-friendly housing; pets are part of the culture.
- A walkable/integrated commercial downtown that encourages community vibrancy.

Specific objectives for meeting community housing needs include:

- Income Levels. Serve the full range of incomes in need. Currently, this means renter households earning below 80% AMI (about \$55,000 per year) and owner households earning below 150% AMI (about \$100,000 per year). Ownership and rental housing should be constructed based on need.
- Jobs-Housing Relationship. Produce community housing at a rate that exceeds the number of units needed to accommodate new job growth – at least in the near term. This will help address the current housing shortage, unfilled jobs and provide opportunities for in-commuters who want to move to town. In hand with this is the desire to see more job diversification and less reliance on low-wage tourism jobs.
- Resident Employees. Track the percentage of employees in Mammoth Lakes that live in town (currently about 58%) and retain a similar percentage as present.
- Number of Units. Produce between 200 to 300 community housing units over the next five years (completed or permitted). This was perceived as an achievable, though potentially ambitious, target, which also meets the goal of producing more units than demanded by job growth in the near term.

These objectives will be tracked to monitor progress and revisited as housing needs in the community evolve.

## 2. Foundational Structure

The existing housing program has been successful in Mammoth Lakes; however, this Action Plan presents the ability to evolve the housing program to better meet the needs of residents and the local workforce. By incorporating more structure and accountability into its housing program, Action Plan partners can more effectively work together to achieve community housing goals.

The FIRST action item should be to establish a strong foundational structure, including:

- Governance structure – clearly defining roles and responsibilities among contracting parties, ensuring accountability, regularly monitoring progress, and defining communication pathways;
- Capacity – having sufficient staffing and expertise to ensure effective oversight and implementation of the Plan;
- Deed restrictions – working toward consistency, clarity, and ensuring restrictions help achieve program goals;
- Unit tracking/management – having a central structure in place to monitor and manage existing and newly produced community housing units;
- Housing inventory database (GIS) – integrating record keeping for multiple housing programs and tracking unit usage over time;
- Financing – providing enough funds and wisely using different sources to achieve each Action;
- Education and outreach – educating and informing the public about the housing program to build community support; and
- Program updates and adaptation – determining a schedule for program review and process for adapting the Plan as opportunities and community housing needs change.

Most of the foundational structure should be in place within the first two years of Action Plan implementation.

FOUNDATIONAL STRUCTURE	2018				2019				2020				MID TERM	LONG TERM
	Quarter 1	2	3	4	1	2	3	4	1	2	3	4	2021 - 2025	2026 - 2030
Governance structure	[Darker Blue]												[Lighter Blue]	
Capacity	[Lighter Blue]												[Lighter Blue]	
Deed restrictions	[Lighter Blue]												[Lighter Blue]	
Unit management/housekeeping	[Darker Blue]												[Lighter Blue]	
Housing inventory database (GIS)	[Darker Blue]												[Lighter Blue]	
Financing	[Lighter Blue]												[Lighter Blue]	
Public outreach/education	[Darker Blue]												[Lighter Blue]	
Updates/adaptation	[Lighter Blue]												[Lighter Blue]	

\*Darker blue = the action phase for each element; lighter blue = on-going phase.

*Governance Structure*

Town Council plans to adopt this Community Housing Action Plan. The Town will ultimately be accountable for the Plan and to the community to ensure its effective implementation. Multiple parties are, however, involved in its implementation and responsible for its success. It is, therefore, necessary to retain wider community involvement. This will also ensure that the Plan has momentum beyond just the Town and MLH. The governance structure needs to recognize these interests.

The core elements of the governance structure should include:

- Contract Between Town and MLH (within 6-months). As stated in the 2017 Housing Needs update, roles for the existing housing program were not clearly defined. This resulted in inefficiencies. Clear roles and responsibilities for each party should be established to build a collaborative, directed and more effective housing program.

A contract between MLH and the Town with clearly defined roles and responsibilities should be developed. The roles defined within the Action Plan can help shape contractual assignments. Additional discussion will be needed to identify specific details that fit the needs, capacities and interests involved. Responsibilities should, at a minimum, define:

- a. Unit Management/Stewardship
  - b. Unit Tracking system
  - c. Acquisition of Land
  - d. Development of Units
  - e. Education and outreach
- Confirm Commitment with Other Entities (within 7-months). Establish commitment from other entities with roles in the Action Plan. MMSA and the Chamber, for example, desire to assist with some of the housing programs. A letter of commitment to Town Council, acknowledging acceptance of the responsibilities, prior to Plan adoption may suffice. Or more formal commitments may be desired.
  - Form Housing Advisory Committee (within 12-months). Create an interagency Housing Advisory Committee, as suggested by the Housing Working Group, appointed by Town Council. This will ensure that the Plan has broader accountability and life within the community. It may begin with many of the existing Housing Working Group members who want to help implement the Plan.

The Committee will assess progress on Plan implementation, make recommendations on problems and successes, and bring forward opportunities. Periodic Committee meetings should be scheduled – typically more frequently at the start of Plan implementation. Being established by the Town, Committee organization would likely be managed by the Town or contracted to MLH. This Committee should provide at least yearly reports to Town Council. Reports will be used to assess the success of the Plan and recommend changes where problems, opportunities, market changes, etc., dictate.

- Chain of Command (within 7-months). Establish a reporting structure: who reports to whom. With multiple involved parties, it will be necessary to define to whom each party reports. If a Housing Director is hired at the Town (see Capacity, below), the

Director could be responsible for managing and receiving reports from the multiple entities. Clearly establish the reporting structure and chain of command among the responsible parties.

Finally, this structure should offer flexibility to grow and change as housing markets and opportunities shift. Actions in this Plan incorporate discussion with the Forest Service, which may lead to agreements or contracts in the future. To address housing at a regional level, there will also be need to incorporate agreements or collaboration with Mono County or others as the Action Plan progresses. Retain flexibility to incorporate additional partners and agreements as opportunities arise.

### *Capacity*

The Town expects to add additional staff capacity in 2019. We recommend that a Housing Director be hired *within the first year of Plan implementation (2018)*. In the near term, this will show the Town's commitment to community housing, provide additional capacity needed to undertake the early Action Plan assignments (e.g., tax measure), and provide a central contact at the Town for the multiple-involved parties in the Plan. Over the longer term, the Housing Director will be central to Plan implementation, evolution and success. Duties may include:

- Coordinating multiple entities involved in Plan implementation;
- Building and managing public/private partnerships to build new housing;
- Providing technical assistance to developers and employers, as specified in the Action Plan;
- Assisting with public outreach and education for community housing promotion;
- Conducting needed research and making recommendations for the various Action Plan items; and
- Coordinating site acquisition and development of community housing.

Other organizations should review their staff capacity in light of Action Plan implementation roles. For example, under specified roles in this Plan:

- MLH should add additional capacity within the first two-years of Plan implementation if they are to retain involvement in over twenty (20) of the Action Plan strategies, as specified below.
- The Chamber may also require staffing increases based on expected commitments.
- Other contributors may have similar needs.

### *Deed Restrictions*

Existing deed restrictions should be reviewed by the Town and MLH. Inconsistencies should be remedied where possible. Uniformity in deed restrictions reduces confusion among Realtors, lenders, the public and occupants. The 2017 Housing Needs update also provides some recommendations regarding deed restrictions.

Current deed restrictions that require households to have worked in Town for at least one year should also be reviewed for consistency with housing goals. Term employment or residency requirements operate counter to the goal of providing housing for new employees. Look to other resort communities for examples of deed restrictions that are more flexible for new employee entry, while still protecting the local interest in ensuring housing for employed residents.

Many housing strategies in this Plan will require deed restrictions. Prepare for this need by having legally sound restrictions available that can be modified for the various programs. Achieving the intent of each program through deed restriction design is essential.

Exploration of an employee-only restriction (no income or price restrictions) is desired. Examples should be researched and evaluated for applicability to certain developments. These types of restrictions typically serve above-middle housing, but have various track records. Steamboat Springs, Vail, Crested Butte and Frisco in Colorado, as well as Jackson, Wyoming, offer examples.

### *Unit Management/Housekeeping*

As stated in the 2017 Housing Needs update, several units that carry a deed restriction for either owner- or renter-occupancy have not been well monitored. These units are tracked by the Town, but are not actively managed. The Town and MLH should work together to ensure the current housing inventory is being tracked and monitored. This should carry forward to any new units.

The existing deed restricted inventory database is managed both by the Town and MLH independently. A clear, efficient tracking system for current and future community housing units is needed to increase efficiencies and reduce reliance on institutional knowledge to track units. Community housing inventories should be transparent, easy to use, up to date and accessible. Centralized data tracking save times, improves monitoring, and increases the usability of the information for research needs. Establishment of the GIS database, below, may help.

### *Housing Inventory database (GIS database)*

A housing inventory database should be established to integrate record keeping for multiple housing programs and track unit usage over time. The program will be used to inform policy, programs and funding needs and understand the impact of various programs on housing availability. It can be used to track usage of homes and compliance with licenses, certificates, zoning, deed restrictions, and other requirements. This program should be built over time. It can start with existing data: deed restricted units, TOT Certificates, Town and County GIS parcel data, apartment inventories; and add data as other programs are implemented (long term rental license/inspection program, amnesty program, STR conversion to long term, etc.).

The database can begin with unit management/housekeeping discussed above. It will ultimately require coordination between the Town, MLH and employers to keep up with new units created and changes of use through programs, regulations and development. The process to build and integrate this program can begin immediately, but data will be constructed over time. On-going maintenance will be required, necessitating added capacity to manage.<sup>1</sup>

### *Financing*

Adding to the housing inventory and building programs requires financing. This Action Plan identifies multiple sources of financing to achieve its goals, including:

- Expanded federal/state grant/loan outreach;
- TOT dedication to a Housing Fund;
- Shared community resources, including MMSA, other employers, Chamber of Commerce, and other local organizations;
- Private donations/grants collection;
- Development and license fees; and
- Other private investment.

Identifying financing opportunities and finding new ways to combine and leverage resources needs to be an on-going process.

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<sup>1</sup> Actions to implement this program are defined in more detail in Appendix A – *Short Term Rental (STR) Tools Summary* worksheet under the *GIS Program to track and monitor housing* section.



### *Public outreach/education*

A professional education/outreach (marketing) strategy should be drafted within six-months. This is a component that is often overlooked in housing programs, to their detriment.

Outreach should:

- Report on the successes of existing programs, who is doing what, who housing is serving (e.g., the nurse that gave you your shot this morning), and the benefits to the community.
- Every achievement of the Action Plan, no matter how big or small, should be expressed to the community.

Transparency builds trust, which builds support.

- Outreach and education is essential if support for additional revenue, capacity, land development, code changes, or other resources are sought for housing. This includes the proposed tax measure.
- A community that supports housing and is informed of its benefits will help stabilize commitments to housing when political winds shift or economic challenges cast doubt.

### *Updates and Adaptation*

Most housing programs have at least yearly review of progress. This should be part of the role of the Housing Advisory Committee. Strategies can then be modified based on opportunities and capacity.

Larger updates will be needed to revisit objectives, strategies and opportunities in response to changing conditions. The objectives to this Plan are based on community housing needs over the next five-years, which should be monitored as jobs estimates for each year become available. A more comprehensive assessment of the Action Plan objectives and priorities should occur when housing needs are updated for the next five-year period.

### 3. Housing Action Strategies

A range of strategies – 26 of them – have been developed to address diverse community housing needs. These strategies are built on tools that have been used in communities throughout the mountain west to address community housing needs. The strategies cover a range of categories, as shown in the below graphic, ensuring that community housing needs are being addressed from multiple angles. This includes:

Funding	Incentives
Housing Programs	Public/Private Partnerships
Development Requirements	Short-Term Rental programs

By covering a range of strategies, this Plan recognizes that there is no silver bullet and that no one strategy can do it all. Some strategies will be more effective than others as housing markets, investments, development, resources, opportunities and capacities change. This approach builds flexibility into the Plan and will help provide needed community housing in multiple environments.

Each of these strategies and their proposed actions are summarized below. Detailed descriptions of each strategy, identifying issues in general and specific to Mammoth Lakes, detailed actions, timing, and anticipated roles are provided in the Appendix to this Plan. These detailed worksheets will be useful to help guide implementation and flesh out necessary steps and decisions that need to be made.

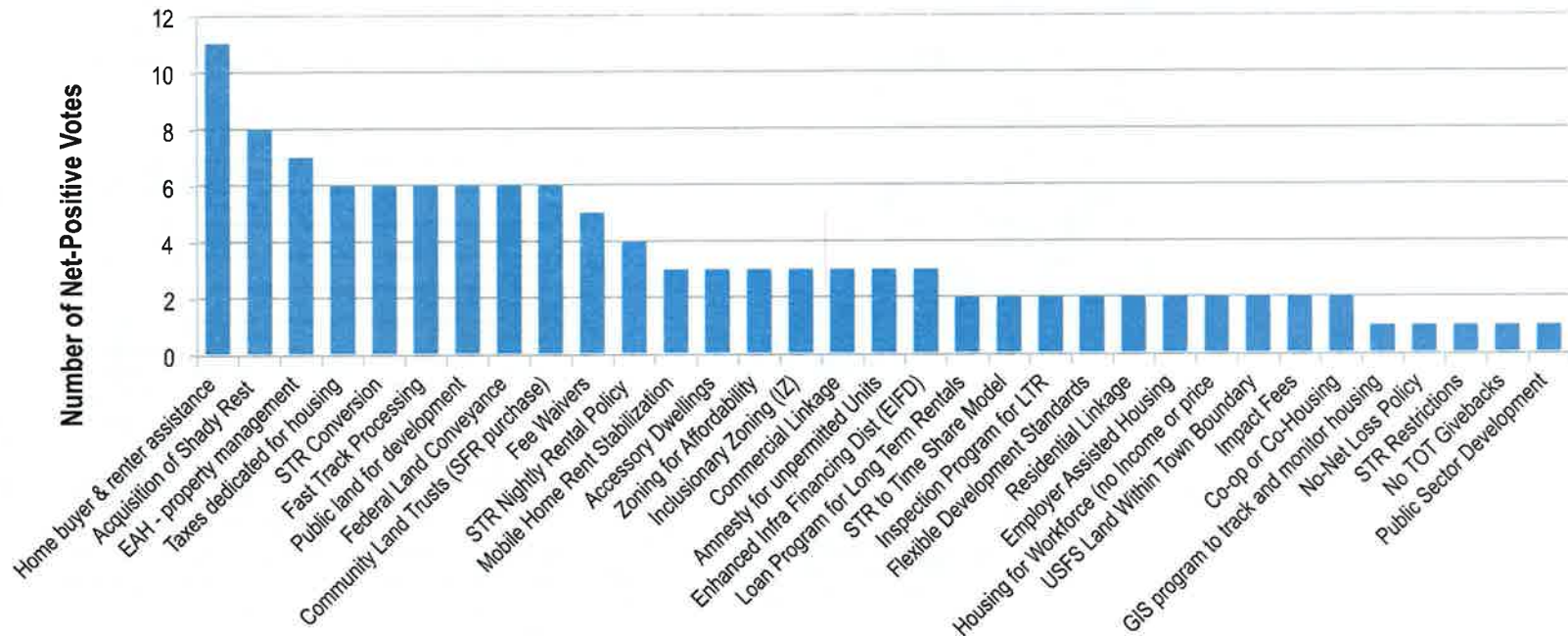
## Community Housing Action Plan Components



*Priorities and Timeline*

Tools were initially prioritized at the second public work session, as shown in the below chart. The majority of these prioritized tools were developed into housing strategies for implementation within the next several years, as shown in the following timeline.

**Initial Tool Prioritization: Work Session 2**



\*Excludes tools that received net-zero or fewer (negative) votes.

### Timeline of Priority Tools

HOUSING STRATEGIES	Strategy Type	MID TERM												Long Term 2026-2030				
		2018				2019				2020					2021	2022	2023	2024
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4					
Land Acquisition - Shady Rest Acquisition	PPP																	
Dedicated Local Tax (to vote Nov. 2018)	Funding																	
Home buyer assistance (expanded)	Program																	
Renter Assistance (employers)	Program																	
EAH - Tenant/Landlord matching	PPP																	
Promote ADUs (outreach/education)	Incentives																	
Second Homeowner Roomate Matching	STR																	
Federal/State - Grants/Loans/LIHTC	Funding																	
Land Acquisition - MMSA Lode Star	PPP																	
Zoning for Affordability	Incentive																	
STR Amnesty	STR																	
Land Acquisition - Shady Rest Design	PPP																	
Housing Mitigation Ordinance	Requirement																	
Inclusionary Zoning	Requirement																	
EIFD	Funding																	
Linkage license fee for STR	STR																	
Public Land for Development - Tier 1 Sites	PPP																	
EAH - Property Management Support	PPP																	
Land Acquisition - USFS Within Town	PPP																	
Land Acquisition - Shady Rest Entitlement, Finance	PPP																	
Amnesty for unpermitted units	Requirement																	
Loan Program for LTR landlords	Program																	
Inspection/Licensing for LTR	Requirement																	
STR Conversion - Property Management	STR																	
ADU pre-approved units	Incentives																	
Private Donations	Funding																	
Fee waivers/substitutions	Incentive																	
Fast Track Processing	Incentive																	
Housing Rehab	Program																	
Preserve Mobile Home Park Affordability	Program																	
Public Land for Development - Tier 2 Sites	PPP																	
Land Acquisition - Shady Rest Construction	PPP																	
Public Land for Development - Tier 3 Sites	PPP																	

Key:  
 Action Phase  
 Ongoing Phase

*Roles and Responsibilities*

Housing Working Group participants evaluated their current and expected capacity, expertise, existing resources and priorities to establish roles. By pooling the strengths of each participant, strategies can be more effectively implemented:

- Current roles in the Action Plan show MLH in the lead on programs, housing management and state/federal grant/loan resources, consistent with current successes;
- The Town is in primarily in the lead for regulations, incentives, land development, local funding, and acquisition, consistent with their resources and operations;
- The Chamber and employers are mostly involved in further employer assisted housing (EAH) programs and development of employer-owned property, using communication through the Chamber to improve collaboration and sharing of resources.

**Matrix of Responsibilities:  
NEAR TERM - in place by the end of 2020**

HOUSING STRATEGY	STRATEGY TYPE*	IMPLEMENTATION RESPONSIBILITIES**					
		Town	MLH	Chamber	MMSA	Employers	Other
Land Acquisition – Acquire Shady Rest	PPP	L					
Dedicated local tax (to vote 2018)	Funding	S	S				BIG project - who leads?
Home buyer assistance (community and employers)	Programs	S	L	S	S	Working group	
Renter assistance (employers)	Programs			S	L	Working group	
EAH - Tenant/Landlord matching	PPP			L	S	Working group	
Accessory Dwellings* (promote)	Incentives	S	S				who leads?
STR to LTR incentive: roommate match	STR	S	S	L		Working group	property managers
Federal and state grants/loans; LIHTC	Funding	L/S	L/S				depends upon task
Land Acquisition - MMSA Lode Star	PPP	S			L		
Zoning for Affordability	Incentives	L	S?		S?		MLF (IP land), community
STR to LTR incentive: amnesty	STR	L	S				
Land Acquisition - Shady Rest Design	PPP	L	S				community, stakeholders
Housing Mitigation Ordinance	Dev Req	L					
Inclusionary Zoning	Dev Req	L					community

\*Under “Strategy Type”: PPP = Public/Private Partnership; STR = Short Term Rental programs; Dev. Req. = Development Requirements

\*\*Under “Implementation Responsibilities”: L = Lead role; S = Support role; Working Group refers to an employer working group that will be established to help with employer-assisted housing (EAH) programs; MLF = Mammoth Lakes Foundation.

**Matrix of Responsibilities:  
MID- AND LONG-TERM – 2020 and beyond**

HOUSING STRATEGY	STRATEGY TYPE	IMPLEMENTATION RESPONSIBILITIES					
		Town	MLH	Chamber	MMSA	Employers	Other
<b>MID TERM - in place by the end of 2025</b>							
EIFD	Funding	L					
Linkage license fee for STR	STR	L					
Public Land for Dev't - Tier 1 Sites	PPP	L/S	S				Fire District (for FD parcel)
EAH - Property mgt support	PPP	S	S	L	S	Working group	MLF
Land Acquisition - USFS Land Within Town	PPP	L					Forest Service, stakeholders
Land Acquisition - Shady Rest Entitlement, Finance	PPP	L	S				
Amnesty for unpermitted units	Dev Req	L	S				
Loan program for LTR landlords	Programs	S	L				landlord/prop mgr outreach
Inspection/Licensing for long term rent	Dev Req	L	S				
STR to LTR incentive: property mgt	STR	S	S	L		Working group	foundations, prop mgrs
Accessory Dwellings (pre-approved units)	Incentives	L	S				
Private donations/Grants	Funding		x	x			TBD who leads?
Fee Waivers/Substitutions	Incentives	L					Special districts (long term)
Fast Track Processing	Incentives	L					
Housing rehabilitation	Programs	S	S				
Preserve mobile home park affordability	Programs	S	S, L?				
<b>LONG TERM - in place beyond 2025</b>							
<b>Public Land for Development - Tier 2 Sites</b>	<b>PPP</b>	<b>L/S</b>	<b>S</b>				<b>MLF (for IP land)</b>
<b>Land Acquisition - Shady Rest Construction</b>	<b>PPP</b>	<b>L</b>	<b>S</b>				
<b>Public Land for Development - Tier 3 Sites</b>	<b>PPP</b>	<b>L</b>	<b>S</b>				

\*Under "Strategy Type": PPP = Public/Private Partnership; STR = Short Term Rental programs; Dev. Req. = Development Requirements

\*\*Under "Implementation Responsibilities": L = Lead role; S = Support role; Working Group refers to an employer working group that will be established to help with employer-assisted housing (EAH) programs; MLF = Mammoth Lakes Foundation.

### *Action Strategies*

The following tables summarize each prioritized strategy, presented in their order of planned implementation (in line with the above tables). A definition is provided for each strategy, along with the goals to be achieved and an overview of the proposed actions. This provides a quick summary of the Action Strategies, with more specific information provided in the Appendix.<sup>2</sup>

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<sup>2</sup> More detail on the proposed actions and assigned responsibilities is provided in the Appendix for each strategy, organized by strategy category. The Appendix should be referenced by implementing parties to understand the detailed background behind the formation of each strategy, additional steps necessary to carry out its implementation, and anticipated roles.



**NEAR TERM ACTION STRATEGIES – In place by the end of 2020**

<b>Definition</b>	<b>Program Goal</b>	<b>Proposed Actions</b>
<b>Acquisition of Shady Rest</b>		
		<b>Land – Public Private Partnerships</b>
Acquire land through purchase.	<ul style="list-style-type: none"> <li>• Increase inventory of community housing;</li> <li>• Foster public/private partnerships to catalyze development and share risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Await outcome of Shady Rest discussions</li> <li>• Pursue master planning process of Shady Rest, if applicable</li> </ul>
<b>Dedicated Tax</b>		
		<b>Funding</b>
Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.	<ul style="list-style-type: none"> <li>• Increase local funding for housing</li> <li>• Pair local funding with private investments, state and federal resources to leverage monies; build more community housing; meet range of housing price/income needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Run a 2018 ballot initiative for 2% of current 13% TOT to be dedicated into a Housing Fund.</li> <li>• Consider also seeking a 1% increase in TOT on the 2018 ballot measure.</li> <li>• Develop staff, capacity, project plan to market with the funding request.</li> <li>• Consider discretionary 2% TOT allocation in the interim.</li> </ul>
<b>Homebuyer Assistance</b>		
		<b>Housing Programs</b>
Down payment assistance of grants or second mortgages for qualified buyers.	<ul style="list-style-type: none"> <li>• Serve higher incomes; allow higher home purchase prices</li> <li>• Local funding source to expand program: TOT/general fund likely</li> </ul>	<ul style="list-style-type: none"> <li>• Build upon existing program through MLH</li> <li>• Seek local funding to serve more moderate and middle income households: up to 200% AMI</li> <li>• Work with employers to assist employees</li> </ul>
<b>Renter Assistance</b>		
		<b>Housing Programs</b>
Grants/loans for first month rent/deposit or rent ongoing. Loans may be low- or no-interest.	<ul style="list-style-type: none"> <li>• Employer interest to develop first/deposit assistance program</li> <li>• Expand utility assistance program</li> <li>• Explore other options over longer term/as resources available</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a model policy for employers to provide first and deposit re-paid through payroll deduction</li> <li>• Work with MMSA on pilot project</li> <li>• Explore rent assistance for the broader community with public funding over longer term</li> </ul>

<b>NEAR TERM – Action Strategies Summary – in place by 2020 (con’t)</b>		
<b>Definition</b>	<b>Program Goal</b>	<b>Proposed Actions</b>
<b>Employer Assisted Housing - Tenant Landlord Matching</b>		
Employer support: help match employees to available housing	<ul style="list-style-type: none"> <li>• Central job/housing site from trusted source</li> <li>• Expand beyond employer/employee assistance and market to second/vacant homes</li> <li>• Increase occupancy of existing homes</li> </ul>	<p><b>Public Private Partnerships</b></p> <ul style="list-style-type: none"> <li>• Expand Chamber’s job hub to also link employees to housing opportunities</li> <li>• Reach out to employers to understand needs, unit availability, and build pool of employee-tenants</li> </ul>
<b>Accessory (Secondary) Dwellings (ADUs) - promote</b>		
A second smaller home sharing a lot with a single-family or townhome. Some examples include an apartment over a garage, a tiny house in the backyard, or a basement apartment.	<ul style="list-style-type: none"> <li>• Increase inventory of long term rentals</li> <li>• Create opportunities for dispersed infill in existing neighborhoods</li> <li>• Increase neighborhood safety through greater year-round occupancy.</li> </ul>	<p><b>Incentives</b></p> <ul style="list-style-type: none"> <li>• Increase community awareness of ability to do ADUs</li> <li>• Explore variances (e.g. side yard setbacks) to make it easier to fit ADUs on some lots</li> <li>• Establish a goal for a desired number of ADUs to be built</li> </ul>
<b>STR to LTR Incentive - Matchmaking</b>		
Marketing and linking roommates to second homeowners.	<ul style="list-style-type: none"> <li>• Use existing housing inventory to support long-term renters.</li> </ul>	<p><b>Short Term Rentals</b></p> <ul style="list-style-type: none"> <li>• Outreach to educate homeowners of program</li> <li>• Website/database management of roommates and interested homeowners</li> </ul>

<b>NEAR TERM – Action Strategies Summary – in place by 2020 (con’t)</b>		
<b>Definition</b>	<b>Program Goal</b>	<b>Proposed Actions</b>
<b>Federal/State Grants/Loans/ LIHTC</b>		<b>Funding</b>
Outside funding sources for housing, typically below 80% AMI.	<ul style="list-style-type: none"> <li>Continue to support the lowest income households and to compliment local resources and leverage funds.</li> </ul>	<ul style="list-style-type: none"> <li>Continue use of CDBG, HOME, LIHTC, AHSC; track new Increase capacity for grant writing and administration, and developer assistance (LIHTC applications, etc.)</li> </ul>
<b>MMSA – Lode Star</b>		<b>Land – Public Private Partnerships</b>
Seek opportunity to revive abandoned foundation	<ul style="list-style-type: none"> <li>Increase inventory of community housing; may be long term or seasonal employee housing or other.</li> </ul>	<ul style="list-style-type: none"> <li>Initiate discussion with MMSA leadership.</li> </ul>
<b>Zoning for Affordability</b>		<b>Incentives</b>
Ensure that local regulations increase the supply and diversity of housing choices, (e.g. small lots for modest/tiny houses, live/work, multi-family by-right).	<ul style="list-style-type: none"> <li>Opportunities for more RMF-1 zoning, , and flexibility in other zones for community housing.</li> <li>Incentivize housing in downtown core and other priority areas.</li> <li>Improve housing potential on IP land.</li> <li>Increase housing opportunities in commercial and industrial zones.</li> </ul>	<ul style="list-style-type: none"> <li>Explore Community Housing Overlay District (CHOD) that provides a package of incentives (fast track, fee waiver, density bonus, etc.) for developers to build community housing in priority areas.</li> <li>Allow more housing options in the IP zone (Mammoth Lakes Foundation land)</li> <li>Explore expansion of RMF-1 zone (multi-family zone that prohibits short term rentals)</li> </ul>
<b>STR to LTR Incentive - Amnesty</b>		<b>Short Term Rentals</b>
Waive/reduce non-compliance if illegal STRs convert to LTR	<ul style="list-style-type: none"> <li>Incentivize conversion of STR to long term rental use to increase community housing choices.</li> </ul>	<ul style="list-style-type: none"> <li>Outreach to educate homeowners of program</li> <li>Pair waiver with long-term rental restriction</li> <li>Case-by-case review likely required to determine suitability for waiver</li> </ul>

**NEAR TERM – Action Strategies Summary – in place by 2020 (con’t)**

Definition	Program Goal	Proposed Actions
<b>Shady Rest - Design</b>		
Community process to master plan the site.	<ul style="list-style-type: none"> <li>• Large, central parcel: Create a great neighborhood!</li> <li>• Increase community housing choices.</li> </ul>	<p><b>Land – Public Private Partnerships</b></p> <ul style="list-style-type: none"> <li>• Understand circulation, housing mix, other amenities, and financial opportunities and constraints.</li> <li>• Work closely with neighbors, future residents, and community stakeholders.</li> <li>• Develop guiding principles; phased development.</li> </ul>
<b>Housing Mitigation Regulations</b>		
TOML requires new residential and commercial development to pay fees related to their impact on employee housing needs. Adopted in 2015.	<ul style="list-style-type: none"> <li>• Desire more community housing in downtown/mixed-use development.</li> <li>• Ensure fees collected represent net-neutral impact (development pays for impacts – no more, no less)</li> <li>• Use fees to build units – leverage other funding/state/federal.</li> </ul>	<p><b>Development Requirements</b></p> <ul style="list-style-type: none"> <li>• Adopt a fee increase schedule that will raise fees over time to address actual impacts.</li> <li>• Scale fees based on size and intensity of use (e.g. 5,000 sq. ft. home should pay more than 1,000 sq. ft. home)</li> <li>• Incentivize development of community housing by investing collected fees in new development.</li> <li>• Require development of community housing if fee increases/incentives do not increase housing production.</li> </ul>
<b>Inclusionary Zoning (IZ)</b>		
Requires that new residential subdivisions and PUD’s include/build homes that are deed restricted for community housing.	<ul style="list-style-type: none"> <li>• If reinstated, est. 150 to 250 unit potential under current zoning (10% IZ)</li> <li>• IZ helps get missing middle housing developed</li> <li>• Avoid missing opportunities as development picks up – monitor markets</li> </ul>	<p><b>Development Requirements</b></p> <ul style="list-style-type: none"> <li>• Consider re-adopting inclusionary zoning within two years</li> <li>• Design the ordinance to have carrots along with the stick</li> <li>• Make Inclusionary zoning a priority for the next election.</li> </ul>

**MID TERM ACTION STRATEGIES – In place by the end of 2025**

Definition	Program Goal	Proposed Actions
<b>Enhanced Infrastructure Financing District (EIFD)</b>		
<p>Allocation of new property and/or sales tax in defined districts. SB 628. Called Tax Increment Finance (TIF) outside of Ca.</p>	<ul style="list-style-type: none"> <li>Use this financing tool to support multiple community goals including Walk, Bike, Ride, downtown revitalization, and community housing.</li> </ul>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Consider EIFD to kick start development in downtown (long term process)</li> <li>Create boundaries, legal structure, plan</li> <li>Include community housing as an eligible use of proceeds</li> </ul>
<b>Linkage Fee for STR</b>		
<p>A fee directly linked to the need for housing generated by STRs. Two impacts: reducing the supply of housing available to residents and creating demand for housing by creating jobs.</p>	<ul style="list-style-type: none"> <li>Increase funding for housing needed to support jobs created by STRs;</li> <li>Create more parity between STR and other business uses.</li> </ul>	<p><b>Short Term Rentals</b></p> <ul style="list-style-type: none"> <li>Explore impact fee that applies upon conversion to STR or yearly TOT certificate renewal</li> <li>May require nexus study</li> <li>Assess fee at rate to address impacts, but not discourage STR licensing</li> <li>Enforcement needed</li> </ul>
<b>Public Land – Tier 1 Sites</b>		
<p>Partnering with developers to build community housing on town owned land.</p>	<ul style="list-style-type: none"> <li>Increase housing options.</li> </ul>	<p><b>Public Private Partnerships</b></p> <ul style="list-style-type: none"> <li>Create Guiding Principles</li> <li>Understand site constraints</li> <li>Issue Request for Proposals on two sites: Park and Ride and Fire District Parcel</li> <li>Keep prioritized list for future housing opportunities</li> </ul>

**MID TERM - Action Strategies Summary – in place by 2025, con’t**

Definition	Program Goal	Proposed Actions
<b>Employer Assisted Housing – Property Management</b>		
Support for employers that provide/desire to provide housing: contracting to manage rental units.	<ul style="list-style-type: none"> <li>Expand support to employers wanting to provide housing;</li> <li>Incentivize short-term rental owners to convert to long-term.</li> </ul>	<p><b>Public Private Partnerships</b></p> <ul style="list-style-type: none"> <li>Set up central property management system for employer membership</li> <li>Research property management options – existing companies or building capacity</li> <li>Begin with employer assistance; expand to incentivize short-term rentals to convert to long term</li> </ul>
<b>Land Acquisition- USFS within Town</b>		
Acquiring land through purchase or trade	<ul style="list-style-type: none"> <li>Increase community housing inventory</li> <li>Incent public private partnerships</li> </ul>	<p><b>Public Private Partnerships</b></p> <ul style="list-style-type: none"> <li>Approach Forest Service with coordinated list of conveyance/exchange requests</li> </ul>
<b>Shady Rest – Entitlements, finance</b>		
Seek Land Use Approvals; evaluate financing	<ul style="list-style-type: none"> <li>Create a great neighborhood.</li> <li>Increase community housing choices.</li> </ul>	<p><b>Land – Public Private Partnerships</b></p> <ul style="list-style-type: none"> <li>Work closely with neighbors, future residents, and community stakeholders</li> <li>Evaluate financing options (state/federal/local/PPP)</li> </ul>
<b>Amnesty unpermitted units</b>		
Intended to increase the stock of legal rental housing by incentivizing illegally created units to apply to be legalized.	<ul style="list-style-type: none"> <li>Improve rental housing conditions</li> <li>Increase the inventory of legal housing stock</li> <li>Improve recourse for tenants in illegal units and potential for landlords to make repairs.</li> </ul>	<p><b>Development Requirements</b></p> <ul style="list-style-type: none"> <li>Review other community amnesty codes: define parameters. May include affordability requirements.</li> <li>Apply amnesty to specified units: illegal ADUs to start.</li> <li>Pair with a low/no-interest loan program for landlords/owners to complete necessary health/safety repairs in exchange for a limited term deed restriction.</li> </ul>

MID TERM - Action Strategies Summary – in place by 2025, con't		
Definition	Program Goal	Proposed Actions
<b>Loan Program – LTR Landlords</b>		
Provide low or no interest loans to landlords to complete health/safety repairs who agree to rent long term.	<ul style="list-style-type: none"> <li>• Create a tool that supports landlords in improving housing quality and meeting licensing requirements.</li> <li>• This program pairs with other housing tools: rental inspection program, ADUs, amnesty for unpermitted units, conversion of short-term rentals to long-term.</li> </ul>	<p><b>Employer and Community Housing Programs</b></p> <ul style="list-style-type: none"> <li>• Reinstigate CDBG loan program (MLH); explore using seed money from general fund</li> <li>• Design program – evaluate loan terms, combine with rental/affordability requirements</li> <li>• Seek feedback from funders and landlords</li> </ul>
<b>Inspection/Licensing – LTR</b>		
Create a licensing and inspection program for long term rentals.	<ul style="list-style-type: none"> <li>• Create a more holistic licensing system.</li> <li>• Ensure basic health and safety standards in long term rental inventory.</li> <li>• Pair inspections with a loan program that can help landlords make necessary repairs. Track long-term rental inventory and understand if homes are lost or gained.</li> </ul>	<p><b>Development Requirements</b></p> <ul style="list-style-type: none"> <li>• Review other community's codes</li> <li>• Build off of STR license/inspection program</li> <li>• Require Business Tax Certificate for all units</li> <li>• Establish inspection criteria; focus on safety</li> <li>• Explore need for "priority property" list of units most in need of repair</li> </ul>
<b>STR to LTR Incentive – property management</b>		
Providing rent guarantees and property management in exchange for renting units long term that were vacant or rented short term.	<ul style="list-style-type: none"> <li>• Incentivize owners of existing housing to add it to the long term rental inventory.</li> </ul>	<p><b>Land – Public Private Partnerships</b></p> <ul style="list-style-type: none"> <li>• Can combine with employer property management assistance (see Employer and Housing Programs section)</li> <li>• Program outreach/education to STR owners</li> <li>• Locate/pre-qualify tenants</li> <li>• Establish program parameters (rent rates/affordability levels, etc.)</li> </ul>

**MID TERM - Action Strategies Summary – in place by 2025, con't**

Definition	Program Goal	Proposed Actions
<b>Accessory Dwellings (ADUs) – pre-approved units</b>		
<p>A second smaller home sharing a lot with a single-family or townhome residence.</p>	<ul style="list-style-type: none"> <li>• Increase inventory of long term rentals</li> <li>• Create opportunities for dispersed infill in existing neighborhoods</li> <li>• Increase neighborhood safety through greater year-round occupancy.</li> </ul>	<p><b>Incentives</b></p> <ul style="list-style-type: none"> <li>• Incentivize with Town funding, pre-approved plans, or pre-fab units in exchange for commitment to rent long term</li> </ul>
<b>Private Donations/Grants</b>		
<p>Tax deductible contributions to a non-profit organization, which purchases or develops housing.</p>	<ul style="list-style-type: none"> <li>• Create or collaborate with an existing entity to support private donations to a housing fund.</li> <li>• Link to Action Plan efforts.</li> </ul>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Consider creation of a Mammoth Lakes Community Foundation with a dedicated fund to act as a pocket for private donations.</li> </ul>
<b>Fee Waivers/ Substitution</b>		
<p>Water/sewer, building permit or other fees waived in part or whole to reduce cost to build. Another source needs to cover cost of fees waived.</p>	<ul style="list-style-type: none"> <li>• Promote matching funds for development of community housing.</li> <li>• Help incentivize community housing development in priority areas</li> <li>• Pair with CHOD incentive package (see Zoning for Affordability)</li> </ul>	<p><b>Incentives</b></p> <ul style="list-style-type: none"> <li>• Make fee waivers automatic for deed restricted units.</li> <li>• Make fee waivers a certainty - schedule of when, which and how much fees are waived for what type of affordable housing development.</li> <li>• Waivers of special district fees to be considered over longer term (e.g., parks, fire, police, etc.)</li> </ul>



MID TERM - Action Strategies Summary – in place by 2025, con't		
Definition	Program Goal	Proposed Actions
<b>Fast Tracking</b>		
Gives priority to developments that include affordable housing.	<ul style="list-style-type: none"> <li>Proposed community housing developments should have priority and ability for faster approvals.</li> <li>Recognize time/value of funding.</li> <li>Part of CHOD incentive package (see Zoning for Affordability)</li> </ul>	<p><b>Incentives</b></p> <ul style="list-style-type: none"> <li>“Front of the line” policy for community housing proposals</li> <li>Explore the ability for more staff-level decision-making (fewer discretionary elements) for community housing.</li> <li>Note: currently not a widespread problem.</li> </ul>
<b>Rehabilitation/Weatherization</b>		
Repair, update, and improve energy efficiency in existing homes	<ul style="list-style-type: none"> <li>Reduce energy use and improve housing quality and affordability through better utilization and expansion of these programs.</li> <li>Increase awareness of existing opportunities, explore new ones and seek partnerships to reach more members of the community.</li> </ul>	<p><b>Housing Programs</b></p> <ul style="list-style-type: none"> <li>Do better outreach of existing programs</li> <li>Approach High Sierra Energy Foundation about expanding residential options</li> <li>Coordinate with Town code enforcement and retrofit opportunities</li> </ul>
<b>Mobile Home Park Affordability</b>		
Preserve long term mobile home affordability, quality and stability for residents.	<ul style="list-style-type: none"> <li>Increase affordability and predictability for mobile home residents. Mobile home owners have limited options for placement and are subject to a “monopoly” nature of mobile home parks (limited availability).</li> </ul>	<p><b>Housing Programs</b></p> <ul style="list-style-type: none"> <li>Research options; long-term tool</li> <li>Strategies may support tenant empowerment or resident or public ownership opportunity.</li> </ul>



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE** November 14, 2017

**Departments: Human Resources**

**TIME REQUIRED** 5 minutes

**PERSONS APPEARING BEFORE THE BOARD** Dave Butters

**SUBJECT** Employment Agreement for Director of Social Services

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### AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Proposed resolution approving a contract with Kathy Peterson as Director of Social Services, and prescribing the compensation, appointment and conditions of said employment.

---

### RECOMMENDED ACTION:

Announce Fiscal Impact. Approve Resolution #R17-\_\_\_\_, approving a contract with Kathryn Peterson as Director of Social Services, and prescribing the compensation, appointment and conditions of said employment. Authorize the Board Chair to execute said contract on behalf of the County.

---

### FISCAL IMPACT:

The cost for this position for the remainder of FY 2017-2018 (November 14, 2017 through June 30, 2018) is approximately \$109,303 of which \$77,388 is salary, and \$31,915 is the cost of the benefits and was included in the approved budget. Total cost for a full fiscal year (2017-2018) will be \$158,319 of which \$112,092 is annual salary and \$46,227 is the cost of the benefits.

---

**CONTACT NAME:** Dave Butters

**PHONE/EMAIL:** 760 932 5413 / dbutters@mono.ca.gov

---

### SEND COPIES TO:

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### MINUTE ORDER REQUESTED:

YES  NO

---

### ATTACHMENTS:

Click to download

[Staff Report\\_Director of Social Services](#)

[Resolution\\_Director of Social Services](#)

[Attachment\\_Director of Social Services](#)

**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
11/3/2017 6:01 AM	County Administrative Office	Yes
11/9/2017 9:20 AM	County Counsel	Yes
11/9/2017 8:35 AM	Finance	Yes



## COUNTY OF MONO

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P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517  
(760) 932-5413 • FAX (760) 932-5411

Dave Butters  
Director of Human Resources

To: Honorable Board of Supervisors

From: Dave Butters, Director of Human Resources

Date: November 14, 2017

Subject: Re Employment Agreement for Kathy Peterson as Director of Social Services

**Recommendation:**

Approve the Employment Agreement for Kathy Peterson as Director of Social Services for a term of three years from November 20, 2017 through November 19, 2020. Announce fiscal impact.

**Background:**

Kathy Peterson was hired as Director of Social Services on December 3, 2012 and has served in this capacity since that date. This employment agreement is for a period of 3 years.

**Fiscal Impact:**

The cost for this position for the remainder of FY 2017-2018 (November 14, 2017 through June 30, 2018) is approximately \$109,303 of which \$77,388 is salary, and \$31,915 is the cost of the benefits and was included in the approved budget.

Total cost for a full fiscal year (2017-2018) will be \$158,319 of which \$112,092 is annual salary and \$46,227 is the cost of the benefits.

For questions, please call Dave Butters at 760 932-5413 or email [dbutters@mono.ca.gov](mailto:dbutters@mono.ca.gov)



R17-\_\_

**A RESOLUTION OF THE MONO COUNTY  
BOARD OF SUPERVISORS APPROVING AN EMPLOYMENT AGREEMENT WITH  
KATHRYN PETERSON, AND PRESCRIBING THE COMPENSATION,  
APPOINTMENT, AND CONDITIONS OF SAID EMPLOYEMENT**

**WHEREAS**, The Mono County Board of Supervisors has the authority under Section 25300 of the Government Code to prescribe the compensation, appointment, and conditions of employment of County employees;

**NOW, THEREFORE, BE IT RESOLVED** by the Mono County Board of Supervisors that the Employment Agreement of Kathryn Peterson, a copy of which is attached hereto as an exhibit and incorporated herein by this reference as though fully set forth, is hereby approved and the compensation, appointment, and other terms and conditions of employment set forth in that Agreement are hereby prescribed and shall govern the employment of Ms. Peterson. The Chair of the Board of Supervisors shall execute said Agreement on behalf of the County.

**PASSED, APPROVED and ADOPTED** this \_\_\_\_\_ day of \_\_\_\_\_, 2017, by the following vote, to wit:

**AYES:**  
**NOES:**  
**ABSENT:**  
**ABSTAIN:**

\_\_\_\_\_  
Stacy Corless, Chair  
Mono County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Clerk of the Board

\_\_\_\_\_  
County Counsel

## **AGREEMENT REGARDING EMPLOYMENT OF KATHRYN PETERSON**

This Agreement is entered into this 14<sup>th</sup> day of November 2017, by and between Kathryn Peterson and the County of Mono.

### **I. RECITALS**

Kathryn Peterson is currently employed as the Director of Social Services of Mono County. The County wishes to continue to employ Ms. Peterson as the Director of Social Services on a full-time basis on the terms and conditions set forth in this Agreement. Ms. Peterson wishes to accept such continued employment with the County on said terms and conditions.

### **II. AGREEMENT**

1. The term of this Agreement shall be November 20, 2017, until November 19, 2020, unless earlier terminated by either party in accordance with this Agreement. The County shall notify Ms. Peterson in writing no later than May 19, 2020, whether it intends to negotiate a renewal of this Agreement. In the event the County fails to provide such notice, Ms. Peterson shall notify the County in writing of its breach of this provision of the Agreement and County shall be allowed 30 days from the receipt of that notice to cure the breach. If the County cures the breach and notifies Ms. Peterson that it does not intend to negotiate a renewal of the Agreement, then this Agreement shall terminate six months after said notification and no additional compensation or damages shall be owing to Ms. Peterson as a result of the cured breach. If County does not cure the breach, then the Agreement shall automatically renew for another three years, commencing on the date of its expiration, on the same terms in effect at the time of renewal.
2. Ms. Peterson shall continue to be employed by Mono County as Director of Social Services, serving at the will and pleasure of the County Administrative Officer in accordance with the terms and conditions of this Agreement. Ms. Peterson accepts such continued employment. The County Administrative Officer shall be deemed the "appointing authority" for all purposes with respect to Ms. Peterson's employment.
3. Ms. Peterson's salary shall be \$4,311 per biweekly payroll period. The Board may unilaterally increase Ms. Peterson's compensation in its discretion at any time while this Agreement is in effect. Should a wage increase be granted under the MOU with Local 39, applicable to Mono County Public Employees (MCPE), it is agreed that this contract will be reopened for discussion and

potential re-negotiation with respect Ms. Peterson's salary. During such negotiations, the County shall consider and discuss the issue of increased compensation with Ms. Peterson in good faith, but the County's decision whether or not to grant such additional compensation shall be final and non-appealable. In addition, within three months of completion of a salary survey by the County, the Board shall determine whether the survey results support an increase to Ms. Peterson salary, and in what amount, and shall implement said increase, if any.

4. Ms. Peterson shall continue to earn and accrue vacation and sick leave in accordance with the County's Management Benefits Policy and in accordance with any applicable County Code provisions not in conflict with said Policy. Also, pursuant to said Policy, in recognition of the fact that her employment will be exempt from the payment of overtime or compensatory time-off under the Fair Labor Standards Act, she shall be entitled to 80 hours of merit leave (aka administrative leave) during each year of service under this Agreement. Ms. Peterson understands that said merit leave does not accrue from one calendar year to the next; rather, it must be used by December 31<sup>st</sup> of each calendar year in which it is provided or it is lost. (Note: The foregoing does not add to or take away from the merit leave that Ms. Peterson was already entitled to for the 2017 calendar year under her former employment agreement.)
5. To the extent deemed appropriate by the County Administrative Officer, the County shall pay the professional dues, subscriptions, and other educational expenses necessary for Ms. Peterson's full participation in applicable professional associations, or for her continued professional growth and for the good of the County.
6. To the extent not inconsistent with the foregoing or any other provision of this Agreement, Ms. Peterson shall be entitled to the same general benefits provided by the County to other management-level employees, as described more fully in the County's Management Benefits Policy. Such benefits include but are not limited to CalPERS retirement benefits applicable to PERS members whose membership preceded the passage of the Public Employees' Pension Reform Act of 2013 (PEPRA) (currently 2.5% at 55), CalPERS medical insurance, County dental and vision coverage, and life insurance. Any and all references in this Agreement to the County's Management Benefits Policy shall mean the "Policy Regarding Benefits of Management-level Officers and Employees," adopted by Resolution of the Mono County Board of Supervisors, as the same may be amended from time to time and unilaterally implemented by the County.

7. Ms. Peterson understands and agrees that her receipt of compensation or benefits of any kind under this Agreement or under any applicable County Code provision or policy – including but not limited to salary, insurance coverage, and paid holidays or leaves – is expressly contingent on her actual and regular rendering of personal services to the County or, in the event of any absence, upon her proper use of any accrued leave. Should Ms. Peterson cease rendering such services during this Agreement and be absent from work without any accrued leave to cover said absence, then she shall cease earning or receiving any additional compensation or benefits until such time as she returns to work and resumes rendering personal services; provided, however, that the County shall provide any compensation or benefits mandated by state or federal law. Furthermore, should Ms. Peterson's regular schedule ever be reduced to less than full-time employment, on a temporary or permanent basis, then all compensation and benefits provided by this Agreement or any applicable County policies shall be reduced on a pro-rata basis, except for those benefits that the County does not generally pro-rate for its other part-time employees.
8. Consistent with the "at will" nature of Ms. Peterson's employment, the County Administrative Officer may terminate Ms. Peterson's employment at any time during this agreement, without cause. In that event, this Agreement shall automatically terminate concurrently with the effective date of the termination. Ms. Peterson understands and acknowledges that as an "at will" employee, she will not have permanent status nor will her employment be governed by the County Personnel System, except to the extent that System is ever modified to apply expressly to at-will employees. Among other things, she will have no property interest in her employment, no right to be terminated or disciplined only for just cause, and no right to appeal, challenge, or otherwise be heard regarding any such termination or other disciplinary action the County Administrative Officer may, in his or her discretion, take during Ms. Peterson's employment.
9. On or before the effective date of any such termination without cause, Ms. Peterson shall receive as severance pay a lump sum equal to six months salary or, to the extent that fewer than six full calendar months remain (as of effective date) before this Agreement would have expired, Ms. Peterson shall instead receive a lesser amount equal to any remaining salary payments she would have received before expiration of the Agreement had she not been terminated. Notwithstanding the foregoing, Ms. Peterson shall receive severance pay equal to six months' salary in the event that termination occurs after the County has notified Ms. Peterson that it intends to negotiate a renewal of this Agreement but before this Agreement expires. In no event shall the parties' failure or inability to arrive at mutually acceptable terms of a



renewed agreement trigger the payment of severance pay. Note: for purposes of severance pay, "salary" refers only to base compensation.

10. Notwithstanding the foregoing, Ms. Peterson shall not be entitled to any severance pay in the event that the County Administrative Officer has grounds to discipline her on or about the time he or she gives her notice of termination. For purposes of this provision, grounds for discipline include but are not limited to those specified in Section 520 of the County Personnel Rules or any successor provision, as the same may be amended from time to time. Ms. Peterson shall also not be entitled to any severance pay in the event that she becomes unable to perform the essential functions of her position (with or without reasonable accommodations) and her employment is duly terminated for such non-disciplinary reasons.
11. Ms. Peterson may resign her employment with the County at any time. Her resignation shall be deemed effective when tendered, and this agreement shall automatically terminate on that same date, unless otherwise mutually agreed to in writing by the parties. Ms. Peterson shall not be entitled to any severance pay or additional compensation of any kind after the effective date of such resignation.
12. This Agreement constitutes the entire agreement of the parties with respect to the employment of Kathryn Peterson. Consistent with Ms. Peterson's uninterrupted employment status, this Agreement shall have no effect on any sick leave or vacation time that Ms. Peterson may have accrued as of the effective date of this Agreement nor on her original date of hire or total years of service as a County employee, to the extent the same may be relevant in determining such accruals or Ms. Peterson date of eligibility for or vesting of any non-salary benefits or for any other purpose.
13. The parties agree that the Board of Supervisors' approval of this Agreement on behalf of the County is a legislative act and that through this agreement, the Board of Supervisors is carrying out its responsibility and authority under Section 25300 of the Government Code to set the terms and conditions of County employment. It is not the parties' intent to alter in any way the fundamental statutory (non-contractual) nature of Ms. Peterson's employment with the County nor to give rise to any future contractual remedies for breach of this Agreement or of an implied covenant of good faith and fair dealing. Rather, the parties intend that Ms. Peterson's sole remedy in response to any failure by the County to comply with this Agreement shall be traditional mandamus. Pursuant to Government Code sections 53243 Ms. Peterson shall reimburse the County for any paid leave pending an investigation, legal criminal defense, or cash settlement related to termination by the County if

Ms. Peterson is convicted of a crime involving abuse of office or position.

14. Ms. Peterson acknowledges that this Agreement is executed voluntarily by her, without duress or undue influence on the part or on behalf of the County. Ms. Peterson further acknowledges that she has participated in the negotiation and preparation of this Agreement and has had the opportunity to be represented by counsel with respect to such negotiation and preparation or does hereby knowingly waive her right to do so, and that she is fully aware of the contents of this Agreement and of its legal effect. Thus, any ambiguities in this Agreement shall not be resolved in favor of or against either party.

**III. EXECUTION:**

This Agreement is executed between the parties this 14<sup>th</sup> day of November, 2017.

EMPLOYEE

THE COUNTY OF MONO

\_\_\_\_\_  
Kathryn Peterson

\_\_\_\_\_  
By: Stacy Corless, Chairman  
Board of Supervisors

APPROVED AS TO FORM:

\_\_\_\_\_  
COUNTY COUNSEL



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**TIME REQUIRED**

**SUBJECT** Closed Session--Human Resources

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

CONFERENCE WITH LABOR NEGOTIATORS. Government Code Section 54957.6. Agency designated representative(s): Stacey Simon, Leslie Chapman, Dave Butters, Janet Dutcher, and Anne Larsen. Employee Organization(s): Mono County Sheriff's Officers Association (aka Deputy Sheriff's Association), Local 39--majority representative of Mono County Public Employees (MCPE) and Deputy Probation Officers Unit (DPOU), Mono County Paramedic Rescue Association (PARA), Mono County Public Safety Officers Association (PSO), and Mono County Sheriff Department's Management Association (SO Mgmt). Unrepresented employees: All.

**RECOMMENDED ACTION:**

**FISCAL IMPACT:**

**CONTACT NAME:**

**PHONE/EMAIL:** /

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

<p><a href="#">Click to download</a></p> <p>No Attachments Available</p>
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**History**

**Time**

**Who**

**Approval**



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**TIME REQUIRED**

**SUBJECT** Closed Session - Employee  
Evaluation, County Counsel

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

PUBLIC EMPLOYEE PERFORMANCE EVALUATION. Government Code section 54957(b)(1). Title: County Counsel.

**RECOMMENDED ACTION:**

**FISCAL IMPACT:**

**CONTACT NAME:**

**PHONE/EMAIL:** /

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

<p><a href="#">Click to download</a></p> <p>No Attachments Available</p>
--

**History**

Time	Who	Approval
11/3/2017 5:45 AM	County Administrative Office	Yes
11/7/2017 10:35 AM	County Counsel	Yes
10/31/2017 5:48 PM	Finance	Yes



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

## **REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**TIME REQUIRED**

**SUBJECT** Afternoon Session

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

---

### **AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

**THE AFTERNOON SESSION WILL RECONVENE NO EARLIER THAN 1:00 P.M.**

---

### **RECOMMENDED ACTION:**

---

### **FISCAL IMPACT:**

---

### **CONTACT NAME:**

**PHONE/EMAIL: /**

---

### **SEND COPIES TO:**

---

### **MINUTE ORDER REQUESTED:**

YES  NO

---

### **ATTACHMENTS:**

[Click to download](#)

No Attachments Available

---

History

Time

Who

Approval



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: CAO**

**TIME REQUIRED** 30 minutes

**SUBJECT** Superintendent of Schools Report

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

Dr. Stacey Adler, Superintendent of Schools

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Superintendent of Schools, Dr. Stacey Adler will give an update on County Office of Education topics including: 1. Total enrollment for all districts. 2. Data from recent test scores release for each district. 3. Information regarding "CA Dashboard." 4. Update regarding the Child Development Center. 5. Update regarding Footsteps2Brilliance. 6. Information regarding Dr. Adler's role with the California County Superintendents Educational Services Association.

**RECOMMENDED ACTION:**

Hear update regarding County Office of Education activities.

**FISCAL IMPACT:**

None.

**CONTACT NAME:** Leslie Chapman

**PHONE/EMAIL:** 7609325414 / lchapman@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

<p><a href="#">Click to download</a></p> <p>No Attachments Available</p>
--

**History**

Time	Who	Approval
11/9/2017 7:50 AM	County Administrative Office	Yes
11/9/2017 7:42 AM	County Counsel	Yes

11/9/2017 8:30 AM

Finance

Yes



**OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS**

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 14, 2017

**Departments: Public Works - Engineering**

**TIME REQUIRED** 1 hour (30 minutes presentation, 30 minutes discussion) **PERSONS APPEARING BEFORE THE BOARD** Garrett Higerd

**SUBJECT** 2017 5-Year Road Capital Improvement Program

**AGENDA DESCRIPTION:**

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Draft 5-year Road Capital Improvement Program (CIP) with recommendations for approximately \$19,000,000 in projects over the next five years.

**RECOMMENDED ACTION:**

1. Receive presentation on 2017 5-Year Road Capital Improvement Program (CIP) and provide any desired direction to staff. 2. Approve the 2017 5-Year Road CIP, including a prioritized list of road improvement projects. 3. Recommend local project priorities to the Mono Local Transportation Commission for the 2018 State Transportation Improvement Program (STIP).

**FISCAL IMPACT:**

Estimates of future funding sources are based on the best information available and will be updated annually. Projects scheduled for Fiscal Year 2017-2018 are included in the approved Fiscal Year 2017-2018 budget. Future projects will be budgeted individually in the fiscal year expenditures will occur.

**CONTACT NAME:** Garrett Higerd

**PHONE/EMAIL:** 760.924.1802 / ghigerd@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

<p>Click to download</p> <p> <a href="#">Staff Report and Exhibits</a></p>
--

History

Time

Who

Approval



11/9/2017 7:25 AM	County Administrative Office	Yes
11/7/2017 10:38 AM	County Counsel	Yes
11/9/2017 8:31 AM	Finance	Yes



# MONO COUNTY DEPARTMENT OF PUBLIC WORKS

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POST OFFICE BOX 457 • 74 NORTH SCHOOL STREET • BRIDGEPORT, CALIFORNIA 93517  
760.932.5440 • Fax 760.932.5441 • [monopw@mono.ca.gov](mailto:monopw@mono.ca.gov) • [www.monocounty.ca.gov](http://www.monocounty.ca.gov)

Date: November 14, 2017  
To: Honorable Chair and Members of the Board of Supervisors  
From: Garrett Higerd, County Engineer  
Re: 2017 5-Year Road Capital Improvement Program

## **Recommended Action:**

1. Receive presentation on 2017 5-Year Road Capital Improvement Program (CIP) and provide any desired direction to staff.
2. Approve the 2017 5-Year Road CIP, including a prioritized list of road improvement projects.
3. Recommend local project priorities to the Mono Local Transportation Commission for the 2018 State Transportation Improvement Program (STIP).

## **Fiscal Impact:**

Estimates of future funding sources are based on the best information available and will be updated annually. Projects scheduled for Fiscal Year 2017-2018 are included in the approved Fiscal Year 2017-2018 budget. Future projects will be budgeted individually in the fiscal year expenditures will occur.

## **Strategic Plan Focus Area: Infrastructure**

### **Background:**

On October 10, 2017 the Board received a presentation on the recent County-wide Pavement Management System (PMS) data update. The PMS serves as a tool to help us evaluate “where we are”, “where we need to go”, and “how to get there” when it comes to our paved road assets. In summary, the County-wide paved road and bridge system is our largest asset, valued at approximately \$275,000,000. The average PASER rating is 6.5 and approximately \$70,000,000 would be needed to bring the complete system up to its maximum value (PASER rating of 10).

SB 1: The Road Repair and Accountability Act has created a sustainable funding source to begin addressing deferred maintenance across California and here in Mono County. See Exhibits 1, 2, and 3 attached for preliminary estimates of realistic road and bridge funding sources over the next five years (including SB 1, the State Transportation Improvement Program, the Highway Safety Improvement Program, etc.)

Based on the Pavement Management System and preliminary funding estimates, a draft 5-year Road Capital Improvement Program (CIP) has been prepared with recommendations for approximately \$19,000,000 in projects over the next five years. See Exhibits 4 and 5 for the draft 5-Year Road CIP attached. Project descriptions and cost estimates are based on data from the PMS. The Road CIP should be updated with new funding estimates and reviewed annually in September or October prior to submittal of the required SB 1 Project List to the California Transportation Commission.

Projects proposed for State Transportation Improvement Program (STIP) funds must be programmed in the Regional Transportation Improvement Program (RTIP). The 2018 STIP Cycle process is underway and The Mono Local Transportation Commission will be reviewing the RTIP in December. Approximately \$6 million is estimated to be available for local projects in this cycle (shared between the Town of Mammoth Lakes and Mono County). The following changes and additions are recommended for the 2018 STIP:

1. Re-program \$1,150,000 County-wide Pavement Preservation Project (programmed in the 2014 STIP) as the "Eastside Lane Overlay/In-Place Recycle – Phase 1" project. Our overall road asset management strategy should include both preventative maintenance and rehabilitation projects. In 2014 and 2016, the STIP was one of our only funding sources, so it made sense to program a Pavement Preservation Project. However, when projects are on roads with a functional classification of Rural Major Collector, or greater, STIP projects have to comply with federal rules, which means more paperwork, environmental review, and project management than the new SB 1 funding requires. Now that SB 1 is available, it makes sense to do our smaller asphalt maintenance projects with SB 1 funds. Pavement preservation projects are in the CIP, just using other funding sources.
2. Program approximately \$3,000,000 for a "Long Valley Streets Project". See Exhibit 4 for a more detailed project description. This project would provide a mix of rehabilitation and preventative maintenance on roads in McGee Creek, Crowley Lake, Aspen Springs, Sunny Slopes, and Swall Meadows.

Please contact me at 760.924.1802 or by email at [ghigerd@mono.ca.gov](mailto:ghigerd@mono.ca.gov) if you have any questions regarding this report.

Respectfully submitted,



Garrett Higerd, PE  
County Engineer

Attachments:                   Exhibit 1 – 5-Year Road Funding Outlook  
                                      Exhibit 2 – 5-Year Road Funding Outlook Graph  
                                      Exhibit 3 – Historic Road Funding Trends  
                                      Exhibit 4 – 5-Year Road CIP Project Descriptions  
                                      Exhibit 5 – 5-Year Road CIP

## EXHIBIT 1: 5-Year Road Funding Outlook

Road Funding Sources	5-year Investment	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22
Systemic Safety Analysis Report (SSARP)	\$ 50	\$ 50				
Upper Summers Meadow Road Bridge (75% CDAA)	\$ 350	\$ 350				
Crowley Lake Dr. Emergency Repairs (Disaster Funds)	\$ 86	\$ 86				
Bridgeport Main St. Revitalization (ATP)	\$ 434	\$ 23	\$ 43	\$ 368		
County-wide Pavement Preservation (2014 STIP)	\$ 1,150	\$ 150	\$ 1,000			
Airport Road Rehabilitation (2014 STIP)	\$ 1,273		\$ 31	\$ 52	\$ 1,190	
*SB1 - Road Maintenance and Rehabilitation Account (RMRA)	\$ 7,520	\$ 580	\$ 1,610	\$ 1,630	\$ 1,810	\$ 1,890
*SB1 - Excise Tax Resets, Inflationary Adjustments, & Loan Funds	\$ 3,220	\$ 110	\$ 150	\$ 890	\$ 1,000	\$ 1,070
Zones of Benefit	\$ 30	\$ 30				
Airport Enterprise Fund	\$ 30	\$ 30				
**2018 STIP (\$6M Local, \$3M for Mono?)	\$ 3,000				\$ 3,000	
**Highway Safety Improvement Program (HSIP)	\$ 550		\$ 50	\$ 500		
**Highway Bridge Program (HBP)	\$ 1,750				\$ 250	\$ 1,500
**Federal Lands Access Program (FLAP)	\$ -					
	\$ 19,443	\$ 1,409	\$ 2,884	\$ 3,440	\$ 7,250	\$ 4,460

Amounts are in \$1,000s

\*CSAC Estimates - May 16, 2017

\*\*Grant programs with uncertain availability

### Funding Sources Key

AEF - Airport Enterprise Fund

ATP - Active Transportation Program

CDAA - California Disaster Assistance Act

FLAP - Federal Lands Access Program

HBP - Highway Bridge Program

HSIP - Highway Safety Improvement Program

RMRA - Road Maintenance and Rehabilitation Account (part of SB 1)

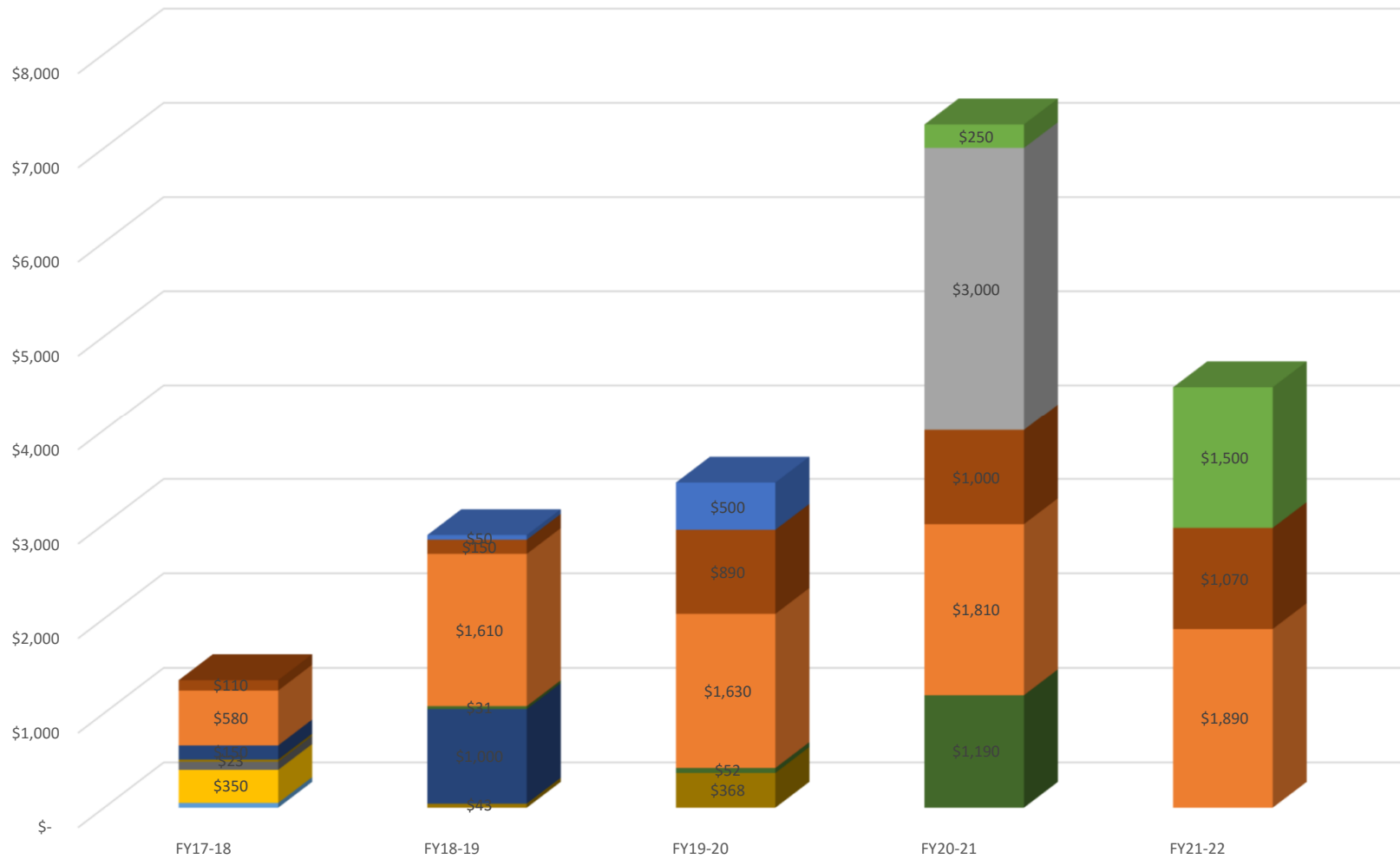
SB 1 - The Road Repair and Accountability Act

SSARP - Systemic Safety Analysis Report Program

STIP - State Transportation Improvement Program

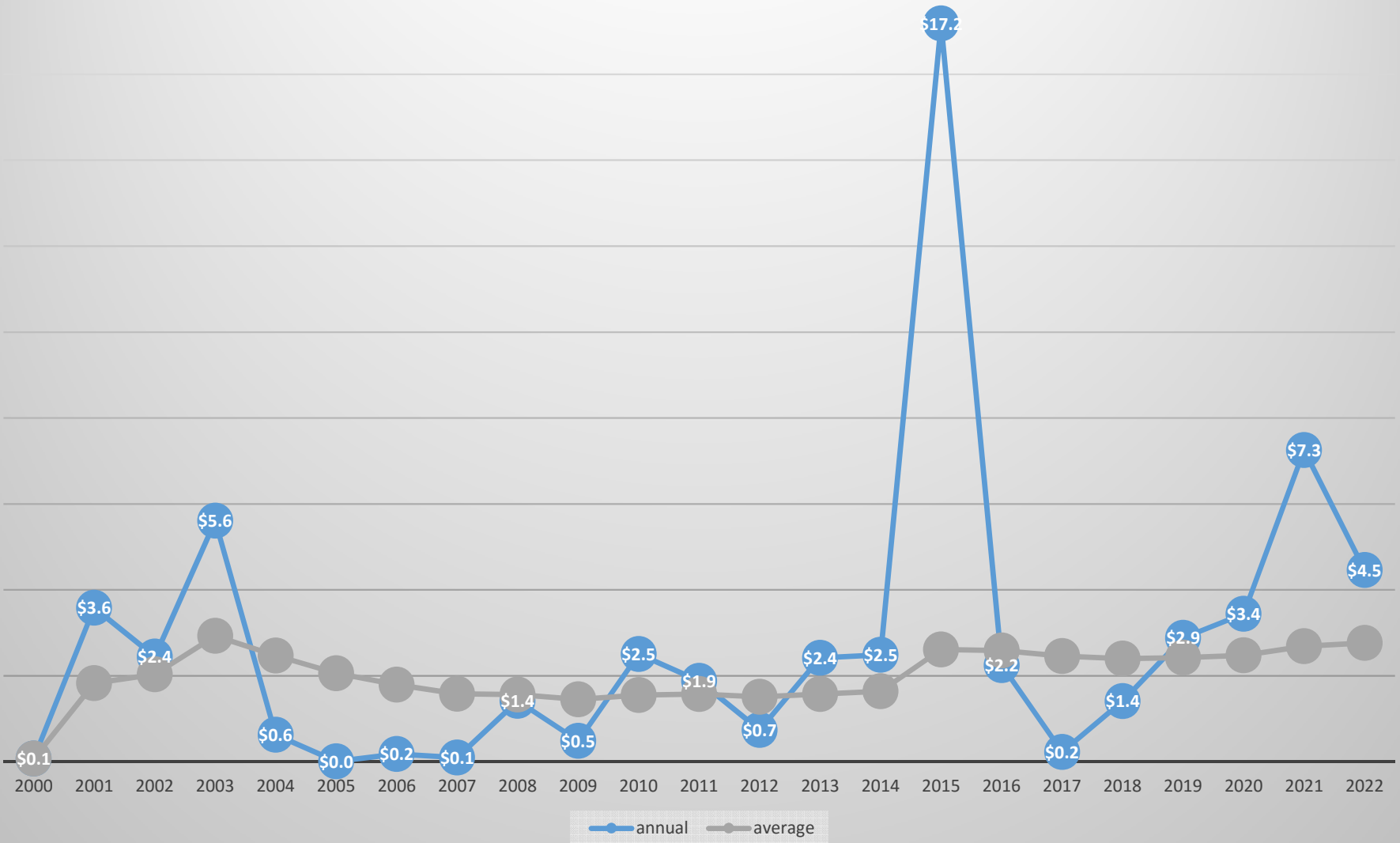
ZOB - Zone of Benefit

## EXHIBIT 2: 5-Year Road CIP Funding Outlook



- Systemic Safety Analysis Report (SSARP)
- Crowley Lake Dr. Emergency Repairs (Disaster Funds)
- County-wide Pavement Preservation (2014 STIP)
- \*SB1 - Road Maintenance and Rehabilitation Account (RMRA)
- \*\*2018 STIP (\$6M Local, \$3M for Mono?)
- \*\*Highway Bridge Program (HBP)
- Upper Summers Meadow Road Bridge (75% CDAA)
- Bridgeport Main St. Revitalization (ATP)
- Airport Road Rehabilitation (2014 STIP)
- \*SB1 - Excise Tax Resets, Inflationary Adjustments, & Loan Funds
- \*\*Highway Safety Improvement Program (HSIP)
- \*\*Federal Lands Access Program (FLAP)

### EXHIBIT 3: HISTORIC INVESTMENT IN STREETS AND ROADS



## EXHIBIT 4: 5-Year Road Capital Improvement Program (CIP)

Recommended Projects	Project Description
1 Systemic Safety Analysis Report (SSARP)	Report identifying areas of safety concern on the Mono County road network.
2 Upper Summers Meadow Road Bridge (75% CDAA)	Replace washed-out low-water-crossing with a one-lane bridge.
3 Crowley Lake Drive Emergency Repairs (Disaster Funds)	Repair approximately 170 yards of washed out shoulder along Crowley Lake Drive near Tom's Place.
4 Bridgeport Main Street Revitalization (ATP)	Project is on Highway 395 in Bridgeport. Adds a hardscaped curb extension at School Street, removable curb extensions at Sinclair Street and the Jolly Kone crosswalk, completes sidewalk segments, and adds pedestrian-scale lights in front of the courthouse.
5 County-wide Fog Seal and Stripe (SB1)	Preventative maintenance on 33 miles of road in Bridgeport, Lee Vining, Chalfant, White Mountain Estates, Portions of Swall Meadows, Paradise, Portions of Lower Rock Creek Road, Portions of Crowley Lake Drive, Owens Gorge Road.
6 Highway Bridge Program Inventory Update (SB1)	Update county-wide bridge inventory and prioritize projects. Identify Highway Bridge Program funding opportunities.
7 Rimrock ZOB Preventative Maintenance (ZOB)	Preventative maintenance on ZOB streets in Swall Meadows.
8 Bryant Field & Lee Vining Airport Runway Fog Seal & Stripe (AEF)	Fog seal and stripe runways.
9 Airport Road Rehabilitation (STIP)	Rehabilitate approximately 1.3 miles of Airport Road and 0.3 miles of Hot Creek Hatchery Road from Highway 395 to Mammoth/Yosemite Airport, add bike lanes, evaluate intersection geometry, and replace existing signs and snow poles.
10 Eastside Lane Overlay/In-Place Recycle - Phase 1 (2014 STIP)	Rehabilitate a portion of Eastside Lane.
11 Long Valley Streets Rehabilitation (2018 STIP)	Rehabilitate and maintain roads in McGee Creek, Crowley Lake, Aspen Springs, Sunny Slopes, and parts of Swall Meadows.
12 County-wide Fog Seal and Stripe - Phase 2 (SB1)	Preventative maintenance on roads in June Lake, Lundy Canyon Road, .....
13 Mono City Slurry Seal & Dig-outs (SB1)	Preventative maintenance on streets in Mono City.
14 Benton Crossing Road Slurry Seal - Phase 1 (SB1)	Preventative maintenance on Benton Crossing Road.
15 South Landing Road Overlay (SB1)	Preventative maintenance on Crowley Lake Drive.
16 Hackney Drive/Shop Road Rehabilitation (SB1)	Rehabilitate streets accessing the Walker Community Center, Senior Center, Paramedic Station, Fire Station, and Road Shop in Walker.
17 Highway Safety Improvement Program Project (HSIP)	County-wide safety improvements (guardrail, striping, signage, etc.).
18 Twin Lakes Road Slurry Seal (SB1)	Preventative maintenance on Twin Lakes Road.
19 Virginia Lakes Road Slurry Seal (SB1)	Preventative maintenance on Virginia Lakes Road.
20 Benton Crossing Road Slurry Seal - Phase 2 (SB1)	Preventative maintenance on Benton Crossing Road.
21 Eastside Lane Overlay/In-Place Recycle - Phase 2 (SB1)	Rehabilitate a portion of Eastside Lane.
22 Cunningham Lane Bridge Replacement (HBP)	Tentative bridge replacement.
23 Benton Crossing Road Overlay/In-Place Recycle (SB1)	Rehabilitate a portion of Benton Crossing Road.

