

Mammoth Lakes November 2018 Housing Summit

**“Employer Housing Solutions - This Winter!”
November 3, 2018**



Purpose and Participants

Field ideas with participants to answer the following question:

“How do we get 50 more units of community housing today?”

Presenters/Facilitators:

- Introductions by Ken Brengle (Chamber)
- Presentation by Colin Fernie “Joint Mammoth Lakes Workforce Housing Project”
- Presentation by Ceci Chourre “Supporting Employees as Community Members: The Tahoe Experience”
- Facilitation by Steve Frisch (lead facilitation) and Wendy Sullivan (technical support), Ceci Chourre (group breakout)

Participants: An estimated 25 to 30 participants were present.

Format

1. Brainstorming Session: what are your ideas?

After presentations, ideas from the group were fielded in response to the above question – keeping in mind regional as well as local options. Broad categories of concepts were presented to flesh out options: master leases, finding/unlocking homes, finding land/places to put homes, mobile options (tiny homes, RVs, etc), and other.

2. Prioritizing Ideas: which ideas can realistically be done “now” and result in immediate effect: 50 units on the ground!

The group then sorted through the brainstorm ideas and narrowed them down to four realistic options.

3. Break-out groups: one topic per group to identify specifics for implementation.

The group was broken into four tables with each table taking one of the priority concepts. Each group was facilitated by one of the session facilitators and presenters (Wendy, Steve, Ceci, Colin). The goal: identify the primary components needed for implementation, who needs to be involved (and their task), and near-term steps to be taken.

4. Group reporting and discussion.

Groups then reported their results. Group input refined components or steps needed and together “who” was identified – who is going to start each concept and take responsibility for motivating and maintaining action.

The final results from the group are summarized in the below table.

The result of step #1 is shown in the Appendix to keep track of concepts considered.

Result

Four options identified that could be pursued to produce or find 50-units for employees this winter are presented below. This includes information on who should be involved, primary tasks/steps to undertake and considerations in implementation.

Immediate-Term Employee-Housing Options to Pursue

Strategy 1	Whom	Tasks/Steps	Considerations
Underutilized hotels/hostels – In town and regional	Local Lodge Association	Reach out to Mammoth Lakes lodges for interest Field margins, subsidy needed to master lease, even realistic?	Transportation if out of Mammoth: <ul style="list-style-type: none"> <input type="checkbox"/> Existing shuttles/service <input type="checkbox"/> Rent van shuttles (drivers?) <input type="checkbox"/> Car share program (employer-provided car) <input type="checkbox"/> Car pool (some employees have cars) <input type="checkbox"/> Gas reimbursement Property lease requirements: <ul style="list-style-type: none"> <input type="checkbox"/> Master lease - MMSA example? <input type="checkbox"/> Guarantee of payment <input type="checkbox"/> Property management (hotel will NOT want to manage move-in/out, tenant issues, nor selecting tenants) <input type="checkbox"/> Move-out: ensure room put into as-was condition upon move-out (condition at time of first occupancy)
	Volunteer/ paid contract assistant	Reach out to regional hotels/hostels: Lee Vining, Bishop Need some facts: potential units needed (entire hotel or part); potential rates/\$ to owner; for whom	
	Chamber assistance	Once find some properties, Chamber outreach/email to employers to field interest	
	Employer to contact/reach employees	Once employers are found - employers need to survey employees to see who has interest in hotel/hostel accommodations Property negotiations and lease agreements. Identify concerns and strategies to overcome, such as: <ul style="list-style-type: none"> <input type="checkbox"/> Liability <input type="checkbox"/> Rent payment <input type="checkbox"/> Property/tenant management <input type="checkbox"/> Room/unit condition and repairs 	

Strategy 2 & 3	Whom	Tasks/Steps	Considerations
Marketing campaign to home owners (primary and second)	<p>Paid contract help (outreach, marketing)</p> <p>MLH/Chamber partner on web-based system, management</p> <p>Property management entity: contracts, leases, move-ins, etc.: unknown?</p>	<p>Over 6-week period (as discussed in session):</p> <p>ID potential market: homeowner outreach/marketing</p> <p>Need to vet potential owners/units: criteria?</p> <p>Build inventory of yes's and possible yes's</p> <p>Yes's move to contract - necessary contract components? Resolve hurdles</p> <p>Outreach to applicants - potential occupants, profiles (web-based)</p> <p>Get to final "yes" or "no" from owners showing interest</p> <p>Finalize web-based system for applicant profile uploads</p> <p>Contract with parties involved and get applicants into beds</p>	<p>Marketing: Need answers/response to objections; provide reasons owners should buy-in to program</p> <p>Guidelines: owner and unit qualifications; applicant profiles, qualifications</p> <p>Contract: lease agreement - address concerns on both ends.</p> <p>Property management component: reside with MLH, other?</p>
Pool employer resources	<p>Colin Fernie/business</p> <p>Town and/or Community Foundation</p> <p>Property management entity: who?</p> <p>Chamber</p>	<p>Explore "propertunities"</p> <p>Down payment assistance to help some employers buy-in and/or help employees buy homes</p> <p>Get right tenants into housing</p> <p>Information outreach to employers: here is project, here are options, interest?</p>	<p>Property management component: largest impediment; does this reside with MLH or other?</p> <p>Employer agreements needed – components, drafting. Existing employer master-lease examples?</p> <p>Tenant selection/preferences guidelines (e.g. projects with multiple employers investing)</p>

Strategy 4	Whom	Tasks/Steps	Considerations
Recreational Parks	<p>Paid contract help? Volunteer coordinator?</p> <p>Convene a working group of necessary partners to include at a minimum: Town of Mammoth Lakes, Mono County, LADWP, subset of Park operators, major employers; others to add?</p>	<p>1. Establish a base level of service necessary to consider individual parks:</p> <ul style="list-style-type: none"> i. Water ii. Sewer iii. Electrical iv. Showers v. Access to Groceries vi. Transit vii. Distance to work <p>2. Survey and classify existing facilities and services including at a minimum the following locations</p> <ul style="list-style-type: none"> i. Lee Vining (Mono Vista) ii. McGee Creek (McGee Creek RV Park and Campground) iii. Crowley Lake (Crowley Lake RV Park) iv. Crowley Lake (Brown’s Owens River RV Park and Campground) v. Bishop (Tri-Counties Fairground) vi. Bishop (Brown’s Campground and RV Park) vii. Mammoth (Old County Sub Station on School Rd.?) viii. Mammoth (Retrofit Sierra Business Park) <p>3. Outreach: develop and distribute outreach materials to potential sites and conduct follow up calls to gauge interest.</p>	<p>Establish standards for base level of service required for qualifying parks.</p> <p>Snow removal?</p> <p>Are RV’s/occupants able to stay beyond 30-days? Options if not?</p> <p>May be limited to employees with trailers (or that have parents with trailers), unless employer provides trailers. With recent fires – sources for trailers/rentals likely limited.</p> <p>See also Task #4 (under “Tasks/Steps”)</p>

Strategy 4 (cont'd)	Whom	Tasks/Steps	Considerations
Recreational Parks	See above	<p>4. Identify barriers and develop strategies to overcome barriers including but not limited to:</p> <ul style="list-style-type: none"> i. Infrastructure ii. Liability iii. Necessary Improvements iv. Zoning and Regulation v. Funding vi. Developing Lease Agreements vii. Availability of Temporary Housing <p>5. Identify types and availability of housing appropriate for sites, which may include:</p> <ul style="list-style-type: none"> i. Recreational Vehicles ii. Modular Temporary Housing iii. Mobile Tiny Homes iv. Modular Dormitory Facilities <p>6. Market Recreational Park options to employees who may already have access to RV's</p> <ul style="list-style-type: none"> i. The group identified that some employees may have access to RV's. A targeted marketing campaign to those employees, offering incentives to bring RV's for the winter, may provide some temporary relief. 	See above

Appendix

Summary of Ideas Generated (near- and longer-term)

Mobile Options	Find/Unlock homes	Find land/ Place to put homes	Master leasing	Other
Yurt Village Travel Trailer RVs Tiny Houses Campgrounds "Adopt an employee" - personal homes	"Soft" STR owners - unlock (education, marketing) Rent a rom in vacant second homes Amnesty for ADUs Shared seconds - timeshare type pool to allow second home use and find long term rentals STR regulations/criteria - zone to meet use potential (allow pricey single family homes to rent short-term; low-end condos cannot)	Temporary yurts Temp housing - modules	Underutilized hotels/hostels	Convert commercial space to hostels Deed restrict existing homes with investment pool