



Economic Development

Departmental Organizational Chart



DEPARTMENT NAME

Core Services

		Mandated?
1 TOURISM MARKETING	Communicate Mono County Brand, Image, Primary Messaging	N
	Drive overnight visitation to help increase lodging occupancy, average daily rate, and Transient Occupancy Tax revenues	N
	Diversify and grow visitor base	N
	Augment visitor communication regarding COVID-19 public health/safety protocols, what to expect, responsible travel and sustainable tourism	N

		Mandated?
2 ECONOMIC DEVELOPMENT GROWTH	Strengthen existing business sectors; help preserve and build year-round viability/jobs	N
	Business Retention & Expansion programs to support local business - including timely communication of all local/state/federal assistance programs to support businesses through pandemic recovery phases	N
	Develop/implement Business Attraction marketing campaigns	N
	Conduct business and market research, visitor profile/spending	N

3 FILM COMMISSION	Support and promote film production in Mono County	N
	Collaborate/support land management agencies with permits	N
	Communicate COVID-19 health and safety requirements to film productions	

4 COLLABORATIVE PARTNERSHIPS	Head up EOC Economic Recovery Branch; participate in Joint Information Center	N
	Sit on Boards of relevant, active agencies and organizations	N
	Staff ED, Tourism & Film Commission and Fish & Wildlife Commission	N
	Work collaboratively with regional and local agencies and organizations	

5 FISH ENHANCEMENT	Bolster fishing economy through fish stocking and sustainable practices	N
	Plan and manage resources from Fish Fine Fund	N

6 TRAINING & EDUCATION	Professional development & growth for staff / commissioners	N
	Training, technical assistance, seminars, workshops and webinars for businesses - focus on COVID-19 financial assistance, public health/safety guidelines, employee training resources, and recovery measures for rebuilding/diversifying	N
		N

7 COMMUNITY SUPPORT	Assist local non-profits to provide programs that benefit community	N

8 DELIVER EXCEPTIONAL CUSTOMER SERVICE	Establish/maintain personal outreach with business community	N
	Professional, helpful, friendly, expeditious response to inquiries	N
	Provide seminars/workshops for local business communities	N

9	NEW FUNDING SOURCES	Explore viability of potential tax increases/TBID	N
		Work with Finance to develop a COVID-19 business assistance program using Coronavirus Relief Funds/CARES Act	N

10			

ECONOMIC DEVELOPMENT DEPARTMENT

100-19-190

DEPARTMENT MISSION STATEMENT

Our mission is to support a thriving, sustainable year-round economy for Mono County by strengthening existing business sectors, providing leadership and resources for business attraction, retention and expansion while preserving our vibrant quality of life and generating “living wage” employment opportunities for residents.

DEPARTMENTAL (or Division) OVERVIEW

The Economic Development Department strives to enhance the year-round economic base of Mono County through job creation, by promoting tourism and implementing key initiatives that focus primarily on business retention and expansion, programs to assist small business, as well as new business attraction. The department serves as support staff to the Mono County Economic Development, Tourism and Film Commission, the Mono County Fish and Wildlife Commission, and oversees and administers the Fish Enhancement and Fish & Game Fine Fund programs.

CHALLENGES, ISSUES and OPPORTUNITIES

Due to the pandemic, and for the foreseeable future, staff will continue to be heavily involved with EOC work – Alicia Vennos leads the Economic Recovery Branch, with Jeff Simpson second in command. Jeff is also on the Joint Information Center staff. The department has been short-staffed by 33% since mid-February. Approval to hire a temporary replacement for the Economic Development assistant (on family leave) has been received and the position will be flown the last week of July.

The COVID-19 public health crisis has created an economic crisis of devastating proportions. The current forecast for tourism business levels is a projected loss of approximately 45% for FY 20-21. Support for businesses throughout this jagged pandemic “recovery” continues to be intense; staff is on-call seven days a week to disseminate constantly changing information and to assist businesses in a 1:1 capacity. The department is continually pivoting and shifting focus and messaging to address and assist with frequent changes to the business guidelines, reopening/reclosing status, as well as to respond with immediacy to the ongoing and changing needs of both the visitor and business community.

CORE SERVICE AND PROGRAM DESCRIPTION

- Strengthen existing business sectors, primarily Tourism and Agriculture, to help preserve and build year-round economic viability for all county communities and support job creation.
- Develop Business Retention & Expansion programs to support local businesses throughout the pandemic “recovery” phases, including research, timely communication, and assistance of all available local, state, and federal relief programs.
- Develop and implement Business Attraction plan and marketing campaigns to diversify economic base.
- Conduct business research/surveys to help guide tactical and strategic plans.

DEPARTMENTAL (or Division) ACTION PLAN FOR 2020-2021

The Economic Development action items include objectives and tactics that align primarily with the following Mono County Strategic Priorities – *Promote a Fiscally Healthy County and Regional Economy* and *Enhance Quality of Life for County Residents*

Public Health and Safety Support – The primary messaging for Economic Development will continue to focus on public health requirements for businesses to operate safely and remain open. Staff continues to work with EOC and Public Health to review/modify local business guidelines.

Business Assistance –Continue to research pandemic relief programs and ensure local business community understands and can access all available state/federal and local business assistance programs. Staff will also work with Finance to source funds for a county financial business assistance program. Additionally, and in partnership with the CSU Bakersfield SBDC, staff will administer USDA rural development grant to provide free business assistance/consulting/customer service to any business or start-up in Mono County.

Business Retention/Expansion – Maintain close communication with the business sector to render support to struggling businesses. Use research findings to address priority needs of the business community. Grow shoulder seasons to support year-round workforce and sustainability for communities.

Business Attraction – Promote Mono County as a viable place for business relocation and leverage gigabit broadband capacity as an asset/direct benefit for relocation strategy, with a focus on non-tourism sectors including Tech, Wellness and Outdoor Recreation. Encourage and assist developers, investors, and new business owners in navigating the county/town permit processes.

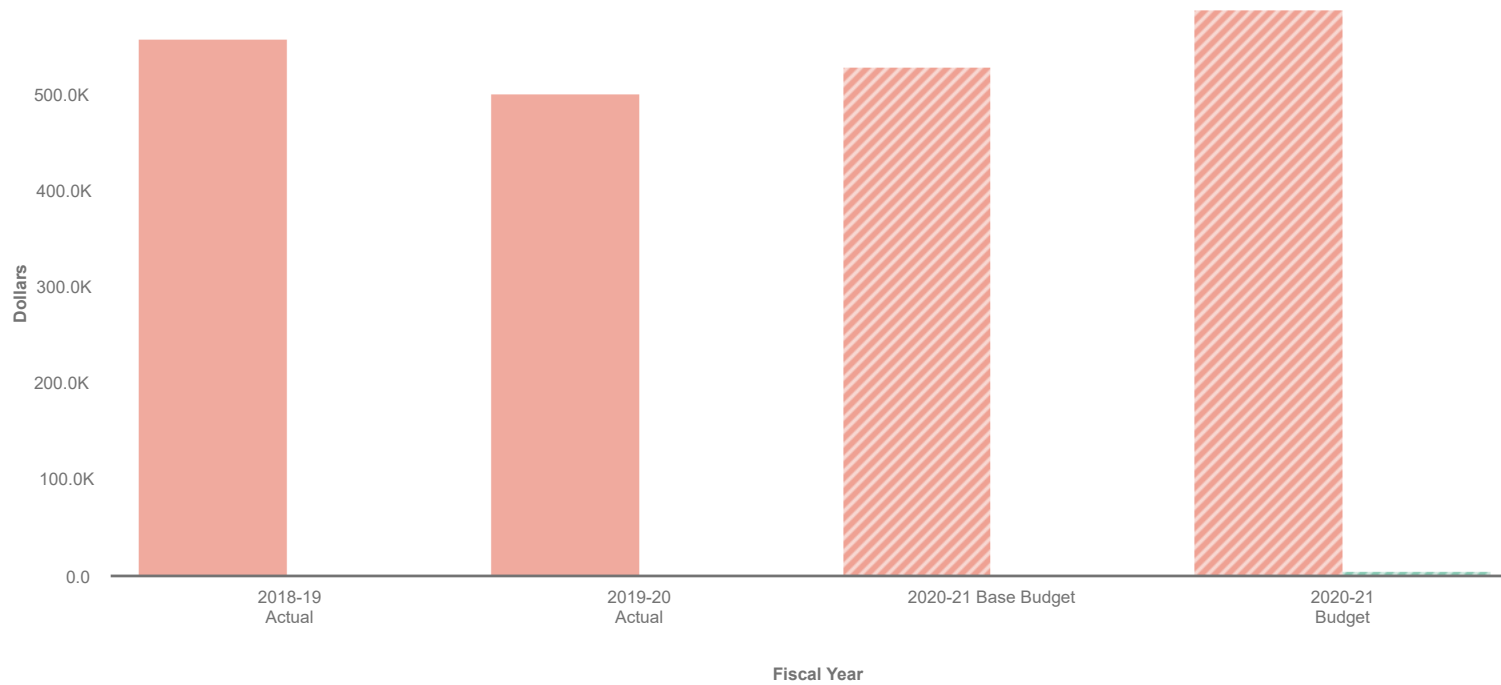
Remote Workers Campaign– The pandemic “stay at home” experience for many individuals and corporations across the state and the country appears to have created an urban-based workforce that has suddenly become more mobile. Migration from urban centers to rural areas of people who have embraced working from home has already begun and ED will take advantage of this phenomenon by promoting Mono County as the ideal location for those with mobile careers – when safe to do so. This migration will result in an increase in real estate sales and thus support property tax revenue for the County.

Workforce Services – Work with Social Services to promote Mono County Workforce Services which administers state and federally funded programs that combine wage-paid work, jobs skills training, and supportive services to help individuals succeed in the workforce, and to help employers find solutions to their staffing needs.

1. Economic Development 100-19-190



Visualization



Sort **Large to Small**

- Expenses
- Revenues

Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Base Budget	2020-21 Budget
▼ Revenues	\$ 0	\$ 0	\$ 0	\$ 5,000
▶ Charges for Services	0	0	0	5,000
▼ Expenses	558,364	501,235	530,040	587,722
▶ Salaries & Benefits	435,974	436,178	404,496	463,147
▶ Services and Supplies	122,390	65,057	125,544	124,575
Revenues Less Expenses	\$ -558,364	\$ -501,235	\$ -530,040	\$ -582,722

Data filtered by Types, GENERAL FUND, GENERAL-PROMOTION, ECONOMIC DEVELOPMENT, No Project and exported on July 28, 2020. Created with OpenGov

ECONOMIC DEVELOPMENT DEPARTMENT

Tourism 105

DEPARTMENT MISSION STATEMENT

The Tourism vision that Mono County becomes one of the premiere, sustainable year-round mountain recreation destinations in the country will be achieved by promoting responsible enjoyment of Mono County's diverse outdoor recreational opportunities, scenic beauty, and natural and cultural wonders.

DEPARTMENTAL (or Division) OVERVIEW

One of the primary goals of the Economic Development Department is to strengthen the existing tourism sector which is the county's primary economic driver, generating over \$600 million in direct local spending by visitors, as well as providing a significant portion of local employment. The department staffs the Economic Development, Tourism & Film Commission, supports filming and works to bring film productions to the region.

CHALLENGES, ISSUES and OPPORTUNITIES

Due to the pandemic and for the foreseeable future, staff will continue to be heavily involved with EOC work – Alicia Vennos leads the Economic Recovery Branch, with Jeff Simpson second in command. Jeff is also on the Joint Information Center staff. The department has been short-staffed by 33% since mid-February. Approval to hire a temporary replacement for the Economic Development Assistant (on family leave) has been received, and the position will be flown the last week of July.

The COVID-19 public health crisis has created a local economic crisis of devastating proportions. The current forecast for tourism business levels is a projected loss of approximately 45% for FY 20-21. Support for businesses throughout this jagged pandemic "recovery" continues to be intense; staff is on-call seven days a week to disseminate constantly changing information and to assist businesses in a 1:1 capacity. The department is continually pivoting and shifting focus and messaging to address and assist with frequent changes to the business guidelines, reopening/reclosing status, as well as to respond with immediacy to the ongoing and changing needs of both the visitor and business community.

Once the pandemic has subsided – timeline unknown – our mountain recreation destination with its wide open, natural space, beautiful landscape, small safe communities and fresh air will be positioned well for stable recovery. International visitation and domestic destination markets will be slow to resume, but the drive markets should result in steady visitation. Other opportunities involve migration of an increased number of remote workers which are projected to bolster property taxes through real estate sales.

CORE SERVICE AND PROGRAM DESCRIPTION

- Communicate Mono County brand, image, and primary messaging (focus on COVID-19 public health/safety protocols, what visitors can expect, responsible travel and sustainable tourism)
- Drive overnight visitation to help increase lodging occupancy, average daily rate, and Transient Occupancy Tax revenues
- Diversify and grow visitor base
- Development and optimization of all marketing/communication outlets including website, social platforms, public/media relations, advertising, and visitor guides.

DEPARTMENTAL (or Division) ACTION PLAN FOR 2020-2021

The Tourism action items include objectives and tactics that align primarily with the following Mono County Strategic Priorities – *Promote a Fiscally Healthy County* and *Regional Economy and Support the County Workforce*.

- Continue to work with Emergency Operations Center, Economic Recovery Branch and Joint Information Center, on phased reopening of the economy.
- Adjust tourism messaging through all available platforms to meet the needs of both the visitor base, residents and business community as pandemic ‘recovery’ phases dictate. Focus includes COVID-19 Public Health/Safety requirements; how to recreate and visit responsibly; sustainable tourism, “Mountain Manners” and stewardship of the lands, what to expect when visiting (availability of services, etc.).
- Maintain consistent communication of the Mono County brand and voice.
- Drive visitation to fall/winter/spring shoulder seasons when safe and viable to do so.
- Resume outreach to international markets when safe and viable to do so.
- Work closely with collaborative partners/agencies in the Eastern Sierra and Yosemite Gateway region, as well as the local Chambers of Commerce, Mammoth Lakes Tourism, USFS/BLM, State Parks, Visit California, Visit USA, YARTS, High Sierra Visitors Council, California Film Commission, etc.

2. Tourism 105-19-191



Visualization



Sort **Large to Small**

- Expenses
- Revenues

Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Base Budget	2020-21 Budget
▼ Expenses	\$ 344,741	\$ 227,718	\$ 361,410	\$ 272,000
▶ Services and Supplies	338,741	227,718	351,410	262,000
▶ Support of Other	6,000	0	10,000	10,000
▼ Revenues	354,945	246,050	361,410	207,000
▶ Taxes	293,511	215,760	299,710	170,000
▶ Charges for Services	44,824	16,975	41,500	31,000
▶ Transfers In	10,000	10,000	15,000	5,000
▶ Interest & Rents	3,791	3,315	500	1,000
▶ Miscellaneous Revenues	2,819	0	4,700	0
Revenues Less Expenses	\$ 10,204	\$ 18,332	\$ 0	\$ -65,000

Data filtered by Types, TOURISM COMMISSION, GENERAL-PROMOTION, TOURISM, No Project and exported on July 28, 2020. Created with OpenGov

ECONOMIC DEVELOPMENT DEPARTMENT
Community Support Division
109-19-190

DEPARTMENT MISSION STATEMENT

The Community Support grant fund serves to assist local non-profit organizations within communities countywide to develop, enhance and expand services and programs for the benefit of both residents and visitors.

DEPARTMENTAL (or Division) OVERVIEW

Community Support grant programs are administered by Economic Development. These grants and contributions have been in place for many years and as of last year, have a separate fund account called Community Support Programs. The initiatives include:

- **Community Event Marketing Fund** (\$20,000) – Assisting communities in marketing their local events outside the Eastern Sierra generates incremental TOT which positively impacts local business levels both now and in the future. Building successful events takes time so this request for continued funding is a longer-term investment. CEMF program is a foundational initiative that requires a multi-year commitment to see success.
- **Historical Societies Grant Fund** (\$6,000) – More than ever cultural tourism is an important piece of the industry, giving our county the opportunity to share our roots and our culture with visitors from around the world. as the aging baby boomers increasingly head into retirement and more leisure travel. The grant allows new websites to be built, software to be purchased, and fundraising projects and events to take place.
- **Performing & Visual Arts Grant Fund** (\$10,000) – This fund assists established non-profit Arts & Culture organizations in Mono County to implement eligible projects and programs related to Fine Arts. Mono County’s Arts organizations play an important role in providing quality programs for the community which contributes both to the visitor experience and to the quality of life for residents.
- **Youth Sports** (\$8,000) – Aiding youth sports programs is important for healthy communities and is an annual contribution the county has traditionally supported.
- **Eastern Sierra Interagency Visitor Center** (\$10,000) – Support for the Interagency Visitor Center in Lone Pine has been traditionally shared by the Mono County Economic Development, Tourism & Film Commission and the Mono County Board of Supervisors for many years. The IAVC is a popular stop for visitors at the gateway to the Eastern Sierra and visitor center staff disseminates information on behalf of Mono County.
- **Air Service** – There is no request by Mammoth Lakes Tourism for air service this year.

CHALLENGES, ISSUES and OPPORTUNITIES

Community Support grants were allocated countywide to nine Community Event Marketing Fund applicants, six Performing & Visual Arts Grant applicants and four Historic Societies Grant Fund applicants. Every community in Mono County received funding through the grant program.

Unfortunately, due to the pandemic, numerous grant-funded events were forced to cancel. The Economic Development, Tourism & Film Commission requests that the addition of \$15,350 (unspent funds due to cancellation) be carried over for FY20-21 to help support the economic recovery efforts within local communities as they strive to rebuild events/programs and augment visitation next year.

CORE SERVICE AND PROGRAM DESCRIPTION

- Please see above.

DEPARTMENTAL (or Division) ACTION PLAN FOR 2020-2021

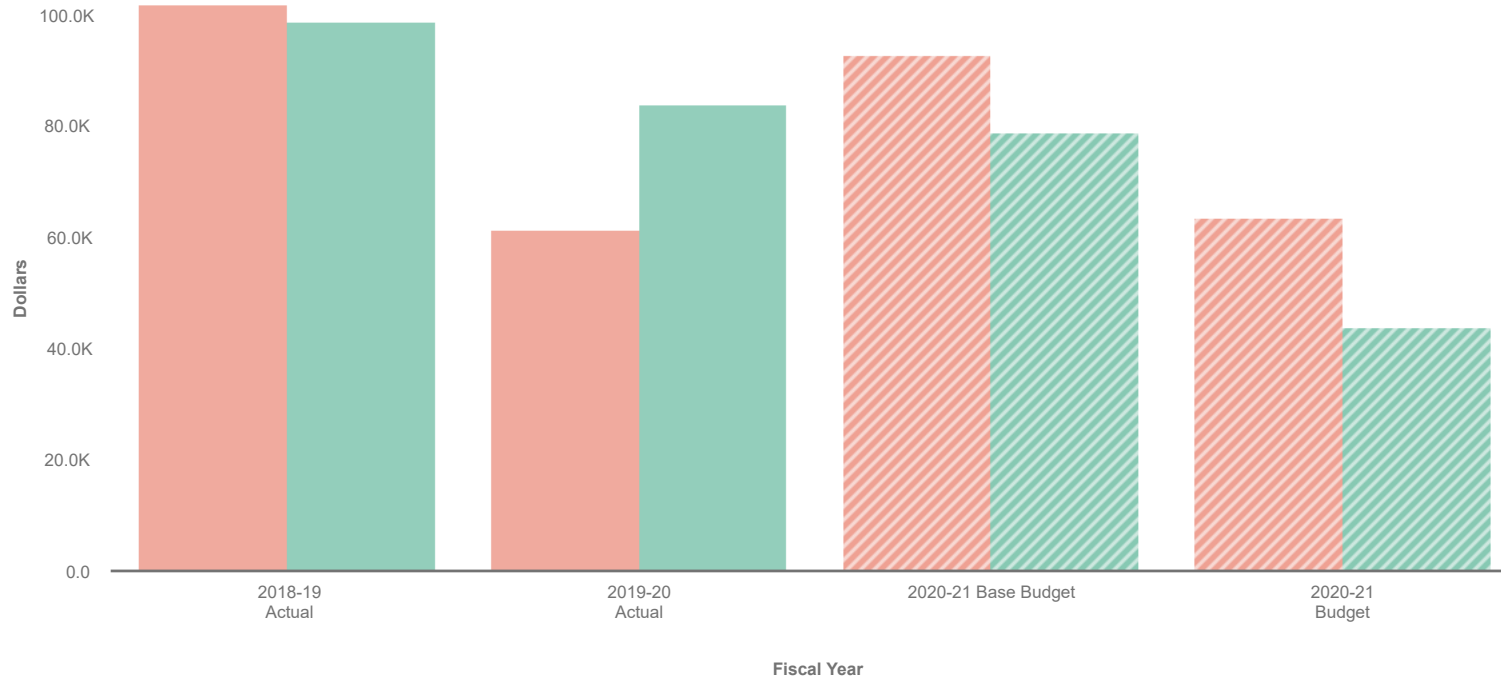
The Community Support action items include objectives and tactics that align primarily with the following Mono County Strategic Priorities – *Promote a Fiscally Healthy County and Regional Economy* and *Enhance Quality of Life for County Residents*.

- Revisit and refine, as necessary, the grant parameters application process, and scoring rubric with the Economic Development, Tourism and Film Commission.
- Continue to assist community non-profits/organizations to provide specific programs, events, projects, and services which contribute both to enhancing the visitor experience, and to the quality of life for residents. Additionally, assist with the organizations' marketing efforts outside the Eastern Sierra, primarily with respect to events.

3. Community Support Groups 109-19-190



Visualization



Sort **Large to Small**

- Expenses
- Revenues

Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Base Budget	2020-21 Budget
▼ Revenues	\$ 99,000	\$ 84,000	\$ 79,000	\$ 44,000
▶ Transfers In	99,000	84,000	79,000	44,000
▼ Expenses	101,826	61,585	93,017	63,589
▶ Support of Other	101,826	61,585	93,017	63,589
Revenues Less Expenses	\$ -2,826	\$ 22,415	\$ -14,017	\$ -19,589

Data filtered by Types, COMMUNITY SUPPORT PROGRAMS, ECONOMIC DEVELOPMENT, No Project and exported on July 28, 2020. Created with OpenGov

Economic Development
Fish Enhancement
Fish Enhancement - 102

DEPARTMENTAL OVERVIEW

The Fish Enhancement Fund is used to bolster the fishing industry in Mono County – the second most popular visitor activity according to the Economic Impact & Visitor Profile Study completed in 2008. The department also serves as the primary support staff to the Mono County Fisheries Commission – a commission, comprised of seven appointed community members, which recommends fishing enhancement methods for promoting and enhancing the fishing industry in the Mono County.

PROGRAMS AND SERVICES

1. **Advisement to the Board of Supervisors** – Assist and advise the Mono County Board of Supervisors on issues relating to the proper and orderly propagation and conservation of fish and game, specifically with respect to enhancement and stocking programs, outreach and education, networking and development of partnerships with outside agencies.
2. **Enhance Fish Population** – Implement the most cost-effective way to enhance the fish population in Mono County in order to provide a quality fishing experience for anglers.
3. **Mono County Fish & Wildlife Commission** – Provide staff support to the Mono County Fish & Wildlife Commission and its mission of fish and wildlife enhancement, education, promotion & networking.
4. **Fish Stocking** – The Mono County Trout Stocking program optimizes the annual Board-approved budget to stock the maximum amount of fish in bodies of water throughout the county.
5. **Monitor Fish & Wildlife Issues** – Work closely with relevant government agencies such as the California Department of Fish & Wildlife on fish and wildlife issues, policies and regulations that support recreational fresh water fishing in California.
6. **CDFW Fish Stocking** – Continue to monitor and evaluate bacteria outbreak in state hatchery locations and its impact to stocking quantities and quality in Mono County.

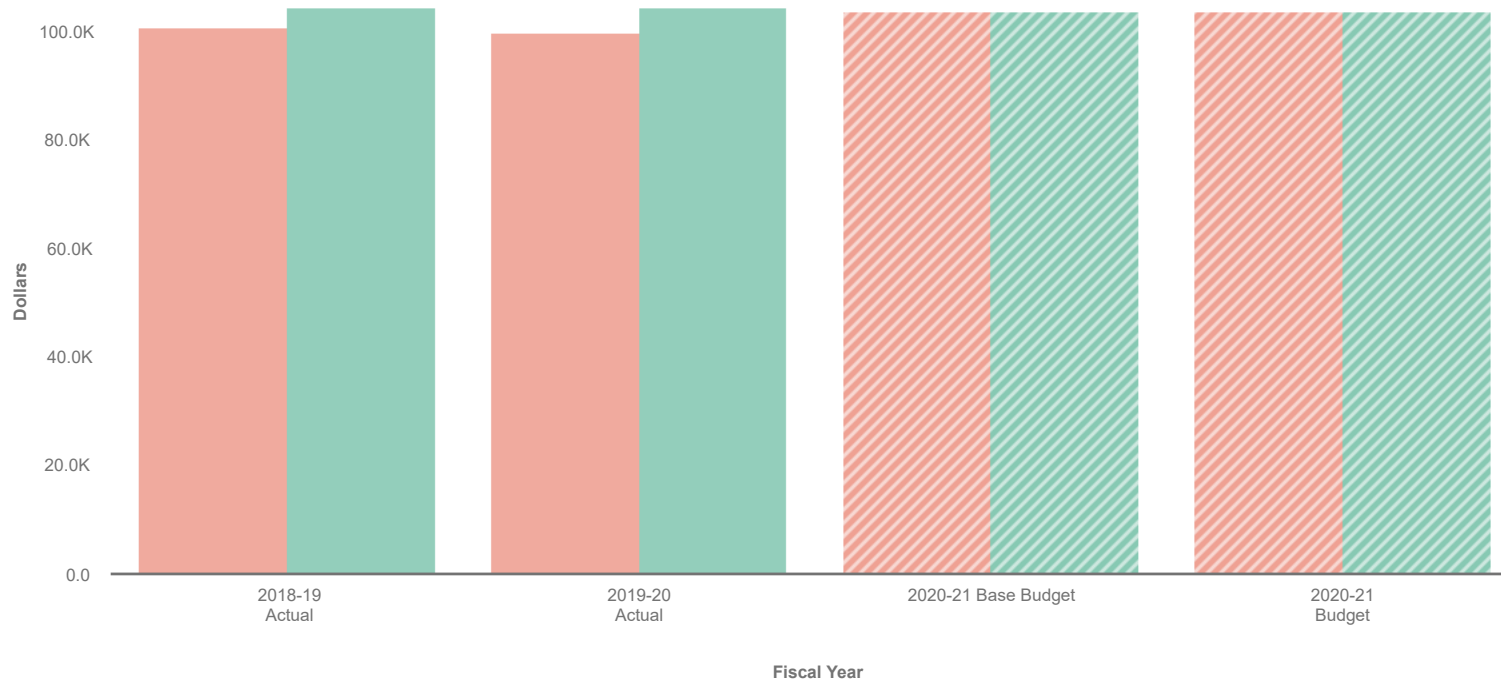
DESCRIBE WHAT IS NOT INCLUDED IN THIS BUDGET

N/A

4. Fish Enhancement 102-19-192



Visualization



Sort **Large to Small**

- Revenues
- Expenses

Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Base Budget	2020-21 Budget
▼ Revenues	\$ 104,289	\$ 104,253	\$ 103,737	\$ 103,737
▶ Transfers In	103,737	103,737	103,737	103,737
▶ Interest & Rents	552	516	0	0
▼ Expenses	100,965	99,904	103,737	103,737
▶ Services and Supplies	100,965	99,904	103,737	103,737
Revenues Less Expenses	\$ 3,325	\$ 4,349	\$ 0	\$ 0

Data filtered by Types, FISH ENHANCEMENT, GENERAL-PROMOTION, FISH ENHANCEMENT, No Project and exported on July 28, 2020. Created with OpenGov

ECONOMIC DEVELOPMENT
Fish and Game Fine Fund
DEPARTMENT 104

DEPARTMENTAL (or Division) OVERVIEW

The Fish and Game Fine Fund is a statutory fund that is restricted to expenditures from the fish and game propagation fund and is subject to the provisions of Division 3 (commencing with Section 29000) of Title 3 of the Government Code. The Fish and Game Fine Fund is administered by the Economic Development department which is staff to the Mono County Fish & Wildlife Commission; all expenditures are approved by the Board of Supervisors.

CHALLENGES, ISSUES and OPPORTUNITIES

None at this time.

CORE SERVICE AND PROGRAM DESCRIPTION

Ensure that expenditures from the Fish Fine Fund are focused on high priority projects for non-profit and/or governmental entities that are in alignment of the fish and game propagation fund and the provisions of Division 3 (commencing with Section 29000) of Title 3 of the Government Code.

DEPARTMENTAL (or Division) ACTION PLAN FOR 2020-2021

The Fish & Game Fine Fund action items include objectives and tactics that align primarily with the following Mono County Strategic Priorities – *Promote a Fiscally Healthy County and Regional Economy* and *Enhance Quality of Life for County Residents*.

- Work with the Mono County Fish & Wildlife Commission to bring applicable programs to the Board of Supervisors for funding approval.
- Administer the Wildlife Eastern Sierra contact, supported with Fine Fund dollars.

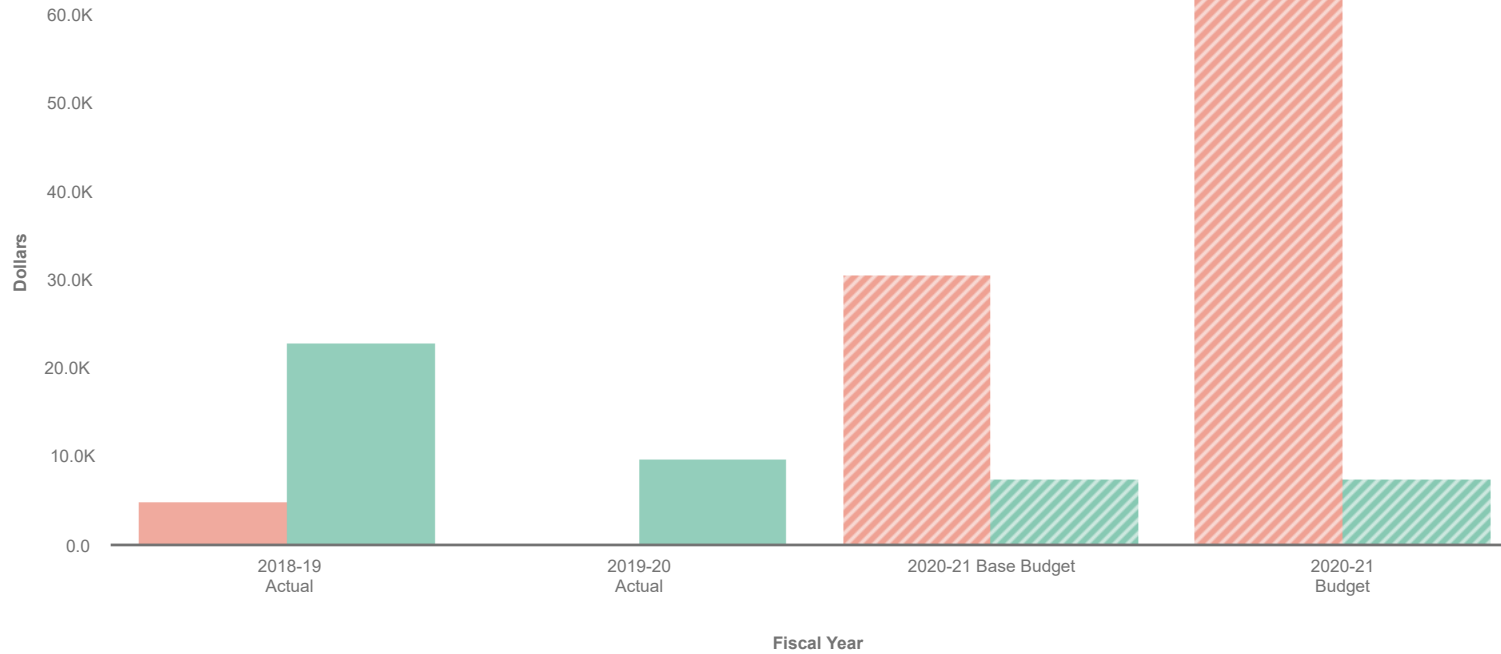
5. Fish & Game Propagation 104-27-193



Visualization

Sort **Large to Small**

- Expenses
- Revenues



Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Base Budget	2020-21 Budget
▼ Expenses	\$ 5,000	\$ 0	\$ 30,600	\$ 64,000
▶ Services and Supplies	5,000	0	30,600	64,000
▼ Revenues	23,013	9,815	7,600	7,600
▶ Fines, Forfeitures & Penalties	22,178	8,908	7,500	7,500
▶ Interest & Rents	835	907	100	100
Revenues Less Expenses	\$ 18,013	\$ 9,815	\$ -23,000	\$ -56,400

Data filtered by Types, FISH AND GAME FINE FUND, PUBLIC PROTECTION-OTHER, FISH & GAME PROPAGATION, No Project and exported on July 28, 2020. Created with OpenGov