



# AGENDA

## Joint Town / County Special Meeting

### STATE OF CALIFORNIA

Teleconference Only - No Physical Location

**Special Meeting**  
**March 15, 2022**

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#### TELECONFERENCE INFORMATION

This meeting will be held via teleconferencing with members of the Board and Council attending from separate remote locations. As authorized by AB 361, dated September 16, 2021, a local agency may use teleconferencing without complying with the teleconferencing requirements imposed by the Ralph M. Brown Act when a legislative body of a local agency holds a meeting during a declared state of emergency and local officials have recommended or imposed measures to promote social distancing or the body cannot meet safely in person and the legislative body has made such findings.

Members of the public may participate via the Zoom Webinar, including listening to the meeting and providing public comment, by following the instructions below. If you are unable to join the Zoom Webinar of the Board meeting, you may still view the live stream of the meeting by visiting [http://monocounty.granicus.com/MediaPlayer.php?publish\\_id=23aa5af0-d170-4b06-baf0-fdb622acd66e](http://monocounty.granicus.com/MediaPlayer.php?publish_id=23aa5af0-d170-4b06-baf0-fdb622acd66e)

#### **To join the meeting by computer:**

Visit <https://monocounty.zoom.us/j/84260024855>

Or visit <https://www.zoom.us/>, click on "Join A Meeting" and enter the Zoom Webinar ID 842 6002 4855  
To provide public comment, press the "Raise Hand" button on your screen.

#### **To join the meeting by telephone:**

Dial (669) 900-6833, then enter Zoom Webinar ID 842 6002 4855.

To provide public comment, press \*9 to raise your hand and \*6 to mute/unmute.

**NOTE:** In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (760) 932-5530 or [bos@mono.ca.gov](mailto:bos@mono.ca.gov). 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) and online at <http://monocounty.ca.gov/bos>. 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 and online.

**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.**

4:15 PM Call meeting to Order

Pledge of Allegiance

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

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.) Please refer to the Teleconference Information section to determine how to make public comment for this meeting via Zoom.

**2. AGENDA ITEMS**

**A. Overview of the Mono County and Town of Mammoth Lakes Liaison Committee**

15 minutes

(Robert C. Lawton, CAO; Dan Holler, Town Manager) - Overview of the Mono County and Town of Mammoth Lakes Liaison Committee.

**Recommended Action:** Receive overview of the Mono County and Town of Mammoth Lakes Liaison Committee

**Fiscal Impact:** None noted.

**B. ORMAT Operations Related Plowing of Roads in the Shady Rest Park Area**

30 minutes

(Robert C. Lawton, CAO; Dan Holler, Town Manager) - ORMAT has initiated road plowing in the Shady Rest area to provide access to facilities and other uses. The operations have impacted recreational activities in the area by limiting groomed routes for snowmobiling and other activities.

**Recommended Action:** Receive report. Provide any desired direction to staff.

**Fiscal Impact:** None noted.

**C. County and Town Support for and Participation in Proposed Mono County Office of Emergency Services**

30 minutes

(Robert C. Lawton, CAO, Dan Holler, Town Manager) - County and Town Support for and participation in proposed Mono County Office of Emergency Services.

**Recommended Action:** Receive and discuss staff report on establishment of a County Office of Emergency Services. Provide staff direction as appropriate.

**Fiscal Impact:** None noted.

**D. Update on Radio Communications System Upgrade**

30 minutes

(Robert C. Lawton, CAO; Dan Holler, Town Manager) - Update on Countywide Emergency Radio Communications System upgrade.

**Recommended Action:** Receive report. Provide any desired direction to staff.

**Fiscal Impact:** None noted.

**E. Housing Programs Update**

1.5 hours

(Robert C. Lawton, CAO; Dan Holler, Town Manager) - Housing Programs updates from the Town of Mammoth Lakes and Mono County.

**Recommended Action:** Receive report. Provide any desired direction to staff.

**Fiscal Impact:** None noted.

**ADJOURN**



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

**SPECIAL MEETING AGENDA REQUEST**

Print

<b>MEETING DATE</b>	March 15, 2022	<b>DEPARTMENT</b>	
<b>ADDITIONAL DEPARTMENTS</b>			
<b>TIME REQUIRED</b>	15 minutes	<b>PERSONS APPEARING BEFORE THE BOARD</b>	Robert C. Lawton, CAO; Dan Holler, Town Manager
<b>SUBJECT</b>	Overview of the Mono County and Town of Mammoth Lakes Liaison Committee		

**AGENDA DESCRIPTION:**

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

Overview of the Mono County and Town of Mammoth Lakes Liaison Committee.

**RECOMMENDED ACTION:**

Receive overview of the Mono County and Town of Mammoth Lakes Liaison Committee

**FISCAL IMPACT:**

None noted.

**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
3/11/2022 5:31 PM	County Counsel	Yes

3/11/2022 5:31 PM

Finance

Yes

3/11/2022 5:34 PM

County Administrative Office

Yes



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

**SPECIAL MEETING AGENDA REQUEST**

Print

<b>MEETING DATE</b>	March 15, 2022	<b>DEPARTMENT</b>	
<b>ADDITIONAL DEPARTMENTS</b>			
<b>TIME REQUIRED</b>	30 minutes	<b>PERSONS APPEARING BEFORE THE BOARD</b>	Robert C. Lawton, CAO; Dan Holler, Town Manager
<b>SUBJECT</b>	ORMAT Operations Related Plowing of Roads in the Shady Rest Park Area		

**AGENDA DESCRIPTION:**

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

ORMAT has initiated road plowing in the Shady Rest area to provide access to facilities and other uses. The operations have impacted recreational activities in the area by limiting groomed routes for snowmobiling and other activities.

**RECOMMENDED ACTION:**

Receive report. Provide any desired direction to staff.

**FISCAL IMPACT:**

None noted.

**CONTACT NAME:**

**PHONE/EMAIL:** /

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<a href="#">Staff Report</a>
<a href="#">ORMAT EIR Excerpt</a>
<a href="#">ORMAT Plowing Map</a>

**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
3/11/2022 5:32 PM	County Counsel	Yes
3/11/2022 5:31 PM	Finance	Yes
3/11/2022 5:35 PM	County Administrative Office	Yes

**Title:** ORMAT Operations Related Plowing of Roads in the Shady Rest Park Area

**Summary:**

ORMAT has initiated road plowing in the Shady Rest area to provide access to facilities and other uses. The operations have impacted recreational activities in the area by limiting groomed routes for snowmobiling and other activities. The grooming of roadways also creates potential challenges by creating unknown hazards with groomed roadway segments. The activity raised questions regarding the NEPA documentation requiring coordination and planning such activities with local agencies. While limited notice was provided, there was no coordination outreach to ensure recreational activities would not be negatively impacted and for necessary measures to be in place to provide safe recreational activities.

There are clear and specific mitigation measure published in the "Casa Diablo IV Geothermal Development Project Final Joint Environmental Impact Statement and Environmental Impact Report" to anticipate these types of construction activities from happening without adequate public notice and without an approved "Traffic/Access/Circulation" plan, especially in an active winter recreation area:

"Mitigation Measure TRA-1: Prior to construction and/or decommissioning, ORNI 50, LLC shall develop a Coordinated Transportation Management Plan and work with Mono County to prepare and implement a transportation management plan for roadways adjacent to and directly affected by the planned CD-IV Project facilities, and to address the transportation impact of the overlapping construction projects within the vicinity of the CD-IV Project in the region. The transportation management plan shall include, but not be limited to, the following requirements..."

There needs be a better system for informing and working with the local impacted agencies to limit impacts on recreational activities. This is the second time that plowing of access roads has impacted snowmobile and other trails in the Shady Rest Park area.



LVFPD, and the MLFPD prior to construction. In consultation with the local agencies, the USFS will determine any additional BMPs that shall be implemented. The Fire Protection and Prevention Plan shall include, but not be limited to, the following:

1. Requirement for the number and size of water trucks equipped with 50 feet of fast response hose with fog nozzles that shall be maintained on-site during construction for immediate response to fire incidents
2. Training of all construction workers on fire prevention methods, the proper use of firefighting equipment and procedures to be followed in the event of a fire.
3. Maintenance of fire extinguishers and fire-fighting equipment at each construction site sufficient to extinguish small fires.
4. Definition of appropriate defensible spaces that shall be maintained around permanent structures for acceptable wildland fire protection

There would be no adverse secondary impacts of **Mitigation Measures PHS-1** and **PHS-2**.

### **Recreation**

**Mitigation Measure REC-1:** ORNI 50, LLC shall post informational materials about the CD-IV Project at, but not limited to: nearby recreation sites / campgrounds, access points, the Mammoth Lakes Trail System website, and the Mammoth Welcome Center. This material shall include construction schedules and safety information regarding trucks and other heavy equipment use on local roads and NFSRs, and identify route closures. Signage shall be designed to function during winter and non-winter conditions, and shall be consistent with USFS and Town of Mammoth signage requirements, as appropriate. In addition, construction vehicle speed shall be limited to 15 miles per hour; with temporary signage warning construction vehicles to reduce speeds in areas with blind corners, narrow roads, or hills.

**Mitigation Measure REC-2:** ORNI 50, LLC shall monitor all pipeline routes for evidence of OHV use and if such use is identified, further OHV use shall be prevented through posting of signs and the physical blocking of access, or other restriction measures. ORNI 50, LLC shall also monitor revegetation of pipeline alignments and replant vegetation if necessary.

**Mitigation Measure REC-3:** ORNI 50, LLC shall provide information regarding pipeline crossing locations and road closures at, but not limited to: nearby recreation sites / campgrounds, access points, the Mammoth Lakes Trail System website, and the Mammoth Lakes Visitor Center. Signage shall be designed to function during winter and non-winter conditions, and shall be consistent with USFS and Town of Mammoth signage requirements, as appropriate. In addition, operational vehicle speed shall be limited to 15 miles per hour road and signage shall be installed, consistent with USFS and County requirements. ORNI 50, LLC shall also coordinate with the Town of Mammoth and the USFS to ensure that a Shady Rest OSV staging area and access to the staging area is plowed to provide winter access. In addition, banks formed by road plowing shall be shaped such that crossing grade changes are gradual in areas where cross country use is prevalent.

In addition, implement **Mitigation Measures VIS-1** through **VIS-3**.

## Socioeconomics and Environmental Justice

None required.

### Traffic/Access/Circulation

**Mitigation Measure TRA-1:** Prior to construction and/or decommissioning, ORNI 50, LLC shall develop a Coordinated Transportation Management Plan and work with Mono County to prepare and implement a transportation management plan for roadways adjacent to and directly affected by the planned CD-IV Project facilities, and to address the transportation impact of the overlapping construction projects within the vicinity of the CD-IV Project in the region. The transportation management plan shall include, but not be limited to, the following requirements:

1. Coordination of individual traffic control plans for the Project and nearby projects.
2. Coordination between the contractor and Mono County in developing circulation and detour plans that include safety features (e.g., signage and flaggers). The circulation and detour plans shall address:
  - a. Full and partial roadways closures
  - b. Circulation and detour plans to include the use of signage and flagging to guide vehicles through and/or around the construction zone, as well as any temporary traffic control devices
  - c. Bicycle/Pedestrian detour plans, where applicable
  - d. Parking along public roadways
  - e. Haul routes for construction trucks and staging areas for instances when multiple trucks arrive at the work sites
  - f. Repairing and restoring affected roadway rights-of way to their original condition or better after construction and decommissioning are completed, where applicable.
3. Protocols for updating the transportation management plan to account for delays or changes in the schedules of individual projects.

### Utilities and Public Services

None required.

### Visual/Aesthetics

**Mitigation Measure VIS-1: Landscape Plan.** Prior to construction, ORNI 50, LLC shall prepare, submit for approval by the USFS, and implement a landscape plan that includes planting of native trees and shrub vegetation at select locations to further screen well site facilities and the geothermal pipeline from view from Sawmill Cutoff Road (NFSR 03S08), Sawmill Road (03S25), Shady Rest Park, U.S. Highway 395, SR 203, and Knolls Loop. The landscape plan shall be coordinated with the revegetation plan (refer to **Mitigation Measure VEG-1**) including a monitoring and reporting plan. Permanent fencing shall be precluded to reduce potential barriers to wildlife. To minimize adverse visual effects from

# SHADY REST WINTER TRAILS

NON-MOTORIZED/MULTI-USE



2021/2022

## TRAIL COURTESY



YIELD TO

## TRAIL ETIQUETTE & SAFETY

PLEASE ENJOY THIS FREE MULTI-USE TRAIL SYSTEM RESPONSIBLY:

- Respect other trail users. Be courteous and yield right of way according to etiquette code.
- **All users yield to grooming machines.**
- Do not ride or walk in cross country ski tracks.
- **FAT BIKES:** Yield to all other users. Skiers don't have brakes but you do. Purpose built fat bikes only - 3.8" wide tires or wider. Recommended PSI 6-10. Leave room for others to pass (don't ride side-by-side blocking the trail). Do not ride in soft conditions. If you leave a rut deeper than 2 inches, it's too soft.
- Keep your dog leashed at all times.
- Pick up and dispose of any dog waste on and off trails and at trailheads.

## MAMMOTH LAKES TRAIL SYSTEM

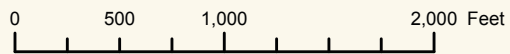


**Non-Motorized Groomed Trails**

Groomed Under Permit

**Motorized OSV Trails**

Groomed by USFS



Access to the Motorized OSV Trail Network is available via Shady Rest Park

Section open when conditions permit



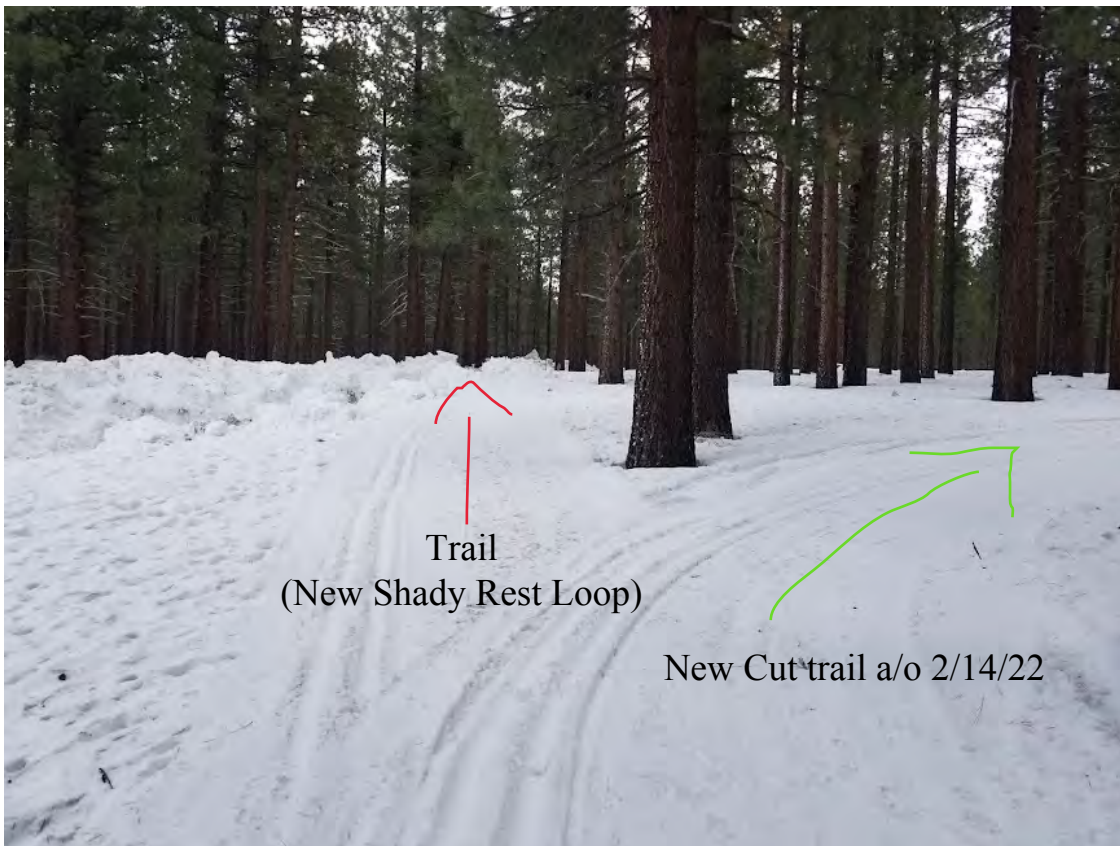
#1: New Shady Rest Loop Trail was blocked with Snow and the road cleared where MLTS groomers. The lead groomer ran a new track through the trees on 2/14/22 (Green Line on Map) to connect the loop.



#2: A road was cut from the parking area through sawmill cutoff trail and along the road. The lead groomer ran a new track through the trees (Green Line on Map) to connect the loop. No signs on the trail. Signs placed in the parking area.



Connector trail leading from old shady to A trails (USFS Groomer would need to get through here)



#3 The trail leading to the Sawmill Cutoff Road to connect old and new shady loops has been cleared and not passable with the groomer.



#4 A Trail is still passable and there were signs up. Minimal impact.









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

**SPECIAL MEETING AGENDA REQUEST**

Print

<b>MEETING DATE</b>	March 15, 2022	<b>DEPARTMENT</b>	
<b>ADDITIONAL DEPARTMENTS</b>			
<b>TIME REQUIRED</b>	30 minutes	<b>PERSONS APPEARING BEFORE THE BOARD</b>	Robert C. Lawton, CAO, Dan Holler, Town Manager
<b>SUBJECT</b>	County and Town Support for and Participation in Proposed Mono County Office of Emergency Services		

**AGENDA DESCRIPTION:**

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

County and Town Support for and participation in proposed Mono County Office of Emergency Services.

**RECOMMENDED ACTION:**

Receive and discuss staff report on establishment of a County Office of Emergency Services. Provide staff direction as appropriate.

**FISCAL IMPACT:**

None noted.

**CONTACT NAME:**

**PHONE/EMAIL:** /

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<a href="#">Staff Report</a>
<a href="#">Background Memo</a>

History

<b>Time</b>	<b>Who</b>	<b>Approval</b>
3/11/2022 5:35 PM	County Counsel	Yes
3/11/2022 5:31 PM	Finance	Yes
3/11/2022 5:39 PM	County Administrative Office	Yes

## Agenda Action Sheet

**Title:** County and Town Support for and Participation in Proposed Mono County Office of Emergency Services

**Recommended Motion:** Provide staff direction on the support for the modifications to the County Office of Emergency Services (OES) including staffing and funding alternatives.

**Summary:**

Attached is the staff report and information presented by the County Administrative Officer, Robert Lawton (CAO), on proposed modifications to the County's Office of Emergency Services (OES) to the Mono County Board of Supervisors on November 2, 2021. The report and recommendations were well received. and the CAO was authorized to proceed. The County report was presented to the Town Council on December 1, 2021. The structure and duties outlined in the report for the OES was supported by Town to enhance emergency response capabilities, training, and planning throughout Mono County, including the Town. The coordination of services with the Town, the Mammoth Lakes Fire Protection District, other Fire Districts, and with other public agencies and private enterprises will improve emergency response capabilities. Having dedicated staff to lead ongoing planning, and training exercises, and document preparation will assist all agencies.

The County Staff report provides detailed information on the OES being modified to report through the CAO's Office, staffing structure, and proposed budget. The County has funding to implement these changes this year (FY21-22). However, ongoing funding is under review and our initial staff discussion included the possibility of the Town providing some funding for the OES beginning in FY2022-23. This provides a stronger link between the Town and County in emergency preparedness and response. It is anticipated that a County Office would be expected to coordinate across the agencies noted above.

The Town and County recognize the need for enhanced emergency preparedness (planning, training, conducting exercises, documentation, operational staff preparedness, etc.) as we have been called on to respond to a growing list of emergencies over the past few years (fire, pandemic, severe weather, etc.). The need to train staff to stand up and run an emergency operations center is part of the core services provided to manage emergencies. And as currently demonstrated this can be for an extended time period as highlighted in the COVID-19 pandemic. County and Town staff are supportive of the program in the attached County report as we recognize the value it will bring to the Town, County, and region.

The Board of Supervisors and Town Council are asked to discuss the role of the County Office of Emergency Services including the staffing and funding options. Information on how current emergency preparedness funding is currently used and status of future funding is requested.



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

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE** November 2, 2021

**Departments: County Administrative Officer**

**TIME REQUIRED** 30 Minutes

**SUBJECT** Office of Emergency Services

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

Robert C. Lawton, County  
Administrative Officer

**AGENDA DESCRIPTION:**

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

Provide direction to staff regarding establishment of full time Emergency Operations Manager and Emergency Operations Planner positions and migration of Emergency Operations responsibilities from the Sheriff's Office to the County Administrator's Office.

**RECOMMENDED ACTION:**

- 1) Adopt a proposed Resolution authorizing the County Administrative Officer to amend the County of Mono Position Allocation List, adding 1.0 FTE Emergency Operations Manager, and 1.0 FTE Emergency Operations Planner.
- 2) Direct staff to prepare for Board consideration amendments to Mono County Code Chapter 2.60 – EMERGENCY SERVICES which would move the Office of Emergency Services (OES) from within the Mono County Sheriff's Office to within the County Administrative Office.
- 3) Direct staff to work with the Sheriff's Office in developing an implementation and transition plan for the realignment of OES responsibilities.
- 4) Direct the County Administrator to procure resources for a coordinated review of Mono County policies, procedures and local ordinances related to Emergency Services with findings and recommendations to be presented to the Disaster Council and Board of Supervisors.
- 5) Direct staff to return to the Board with a detailed financing plan for the Office and positions prior to submission of the Mid Year Budget.

**FISCAL IMPACT:**

Full implementation of the recommended action's personnel costs would range from \$236,532 to \$278,734 to be paid for by a combination of funds from the following sources: Homeland Security Grant funds; Emergency Management Performance Grant funds; American Rescue Plan Act funds; and County General Funds

**CONTACT NAME:** Robert C. Lawton

**PHONE/EMAIL:** 760-932-5415 / rlawton@mono.ca.gov

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

## ATTACHMENTS:

<b>Click to download</b>
<input type="checkbox"/> <a href="#">Staff Report</a>
<input type="checkbox"/> <a href="#">Resolution to Amend Position Allocation List</a>
<input type="checkbox"/> <a href="#">Draft Position Description Emergency Operations Manager</a>
<input type="checkbox"/> <a href="#">Draft Position Description Emergency Operations Planner</a>
<input type="checkbox"/> <a href="#">Estimated Personnel Cost Ranges</a>

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### History

Time	Who	Approval
10/29/2021 11:16 AM	County Counsel	Yes
10/29/2021 11:28 AM	Finance	Yes
10/29/2021 3:38 PM	County Administrative Office	Yes



**COUNTY ADMINISTRATIVE OFFICER  
COUNTY OF MONO**

Robert C. Lawton  
PO Box 696  
Bridgeport, CA 93517-0696  
(760) 932-5410

[rlawton@mono.ca.gov](mailto:rlawton@mono.ca.gov)  
[www.mono.ca.gov](http://www.mono.ca.gov)

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Nate Greenberg

**PROBATION**

Karin Humiston

**PUBLIC HEALTH**

Bryan Wheeler

**PUBLIC WORKS**

Tony Dublino

**SOCIAL SERVICES**

Kathy Peterson

To: Mono County Board of Supervisors  
From: Robert C. Lawton, County Administrative Officer November 2,  
Date: 2021  
Re: Office of Emergency Services Proposal and Allocation List  
Amendment

**Recommended Actions:**

Staff recommends that the Board of Supervisors:

- 1) Adopt a proposed Resolution authorizing the County Administrative Officer to amend the County of Mono Position Allocation List, adding 1.0 FTE Emergency Operations Manager, and 1.0 FTE Emergency Operations Planner.
- 2) Direct staff to prepare for Board consideration amendments to Mono County Code Chapter 2.60 – EMERGENCY SERVICES which would move the Office of Emergency Services (OES) from within the Mono County Sheriff's Office to within the County Administrative Office.
- 3) Direct staff to work with the Sheriff's Office in developing an implementation and transition plan for the realignment of OES responsibilities.
- 4) Direct the County Administrator to procure resources for a coordinated review of Mono County policies, procedures and local ordinances related to Emergency Services with findings and recommendations to be presented to the Disaster Council and Board of Supervisors.
- 5) Direct staff to return to the Board with a detailed financing plan for the Office and positions prior to submission of the Mid Year Budget.

**Fiscal Impact:**

Full implementation of the recommended action's personnel costs would range from \$236,532 to \$278,734 to be paid for by a combination of funds from the following sources: Homeland Security Grant funds; Emergency Management Performance Grant funds; American Rescue Plan Act funds; and County General Funds.

The anticipated annual cost of the Emergency Operations Manager position would be \$90,295 - \$109,754 in At-Will Range

12 salary (per Ralph Andersen & Associates) and approximately \$35,124 - \$38,308 in benefits, totaling \$125,419 - \$148,062 and is *not* included in the Fiscal Year 2021-22 Adopted Budget.

The anticipated annual cost of the Emergency Operations Planner position would be \$78,000 - \$94,809 in At Will Range 9 salary (per Ralph Andersen & Associates) and approximately \$33,113 - \$35,863 in benefits, totaling \$111,113 - \$130,672 and is *not* included in the Fiscal Year 2021-22 Adopted Budget.

**Background:**

Over the past several years, numerous deadly disasters have impacted California residents, and communities nationwide. Mono County alone has experienced wildfires, paralyzing winter storms and, most recently, an earthquake. Presidential Disaster Declarations have been issued this year in California for record setting wildfires involving the loss of hundreds of thousands of acres and numerous lives.

On occasion, Mono County is called on to provide disaster assistance for counties contiguous to our own, even as we recognize the limitations of our own resources.

Regardless of the reasons for the increase in disaster response, it appears more natural disasters are occurring and the need to be prepared is paramount to protection of our residents, businesses and natural resources.

Emergency Services and the provision thereof has become increasingly complex. Layers of state and national requirements for emergency preparedness and response are challenging to navigate and ultimately require more resources than Mono County currently allocates.

The complexity and frequency of large-scale disasters in California and across the nation dictate necessary enhanced readiness for residents and neighboring jurisdictions beyond our organization's current capacity. The expectation and delivery of thorough and holistic emergency services has grown nationally, and even globally, and the growth of Mono County demands similar attention, so that when called upon, our local government is prepared to handle emergencies or disasters on a much greater scale than it has experienced in the past.

Local government plays the most active role in emergency operations. County governments must directly confront – and solve - the real, physical problems of protection of life and property, food and shelter, care of the injured, care of deceased, containment, and recovery throughout the disaster.

Emergency Services within an organization is multi-faceted with the four primary elements being Preparedness, Response, Recovery and Mitigation.

An Emergency Management office / division, or commonly referred to as an Office of Emergency Services (OES), is many things with respect to ongoing and active preparedness, response and mitigation, but is primarily a resource-based function during a disaster. While there are too many ongoing duties to list fully, key functions include:

- Provide and document training such as the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) for County staff and neighboring jurisdictions

- Select and provide training for all section chiefs responsible for staffing an Emergency Operations Center (EOC)
- Create and / or keep up to date and furnish a “ready at all times” EOC
- Create and / or keep up to date and furnish a “ready at all times” back up EOC
- Develop and keep up to date Emergency Operations Plans (EOP) and annexes to those plans
- Develop and keep up to date agreements (i.e., shelter, food, supplies, mutual aid)
- Develop and assist in coordinating emergency response plans for animals
- Purchase and keep up to date necessary EOC equipment such as back up cell phones, radios, analog lines for emergencies, visual equipment, computers and associated software, etc.
- Develop ongoing public relations campaigns providing residents and visitors with preparation reminders and resources
- Conduct periodic tabletop exercises and live drills for disaster events
- Ensure County staff understand their responsibilities and perform their respective roles in a disaster
- Seek out and apply for grants departments can use to acquire necessary emergency equipment and staffing
- Develop and maintain ongoing relationships with local, state and federal representatives, and advocate for resources necessary to disaster preparation and response
- Coordinate additional training for County staff such as FEMA, statewide or County-specific internal training
- Coordinate and lead the Local Disaster Council
- Update and create new Standard Operating Procedures (SOP)
- Manage web and social media information for Preparedness, Response and Recovery
- Coordinate with local schools
- Identify and recruit volunteers

### **Discussion:**

In 2020 and 2021, the Governor’s Budgets reflected massive appropriations for emergency service-related items, including enhancement of State staffing resources and coordinating outreach to a level much higher than previously experienced. Similarly, additional revenue has been appropriated for, but not limited to, local grant matches, funding for additional outreach and preparedness at the local level, exploration of countywide warning system enhancements and non-reimbursable disaster assistance expenditures.

### **Office of Emergency Services – Tasks and Assignments**

From an operational perspective, the current design of the Mono County OES is challenging, with only one staff member, a Sheriff’s Department Sergeant whose duties include being a part-time coordinator for Countywide emergency services. A lack of resources is apparent when considering the absence of a formal Emergency Operations Center (EOC) coupled with the massive duties of the Sheriff’s Department during a disaster. Typically, current tasks and assignments of an Emergency Operations Manager include, but are not limited to:



- Frequent requests to attend meetings and provide policy level and critical decision information at meetings with State, Federal and local leaders
- Works with and provides support for special districts, schools and incorporated cities / towns through its multi-hazard mitigation plans and grant application submittals and monitoring
- Represents the County as liaison to local, regional, State and Federal stakeholders
- Activates and directs the EOC for emergencies and/or disasters
- Provide support for recovery efforts to assist the community recovering from a disaster
- Maintains the primary, alternate and mobile EOC's in a constant state of readiness which includes physically inspecting the EOC on a regular basis, assessing technology readiness and communication / information devices for repairs and / or upgrades
- Ensures staffing for the EOC
- Work with County partners to plan for the continuity of essential operations during a disaster
- Provides training and exercises for staff assigned to the EOC and coordinate with outside entities for training and exercises
- Conducts public outreach and education related to emergency preparedness, response and recovery
- Develops, administers and monitors the division budget
- Tracks ongoing emergency services legislation and advises the County Administrator and Board of Supervisors
- Seeking, applying for, and administering complex grants and providing technical expertise to outside entities on grant administration
- Production and renewal of numerous standard operating procedures
- Maintains the Countywide Emergency Operations Plan
- Updates and renews the Multi-Hazard Multi-Jurisdictional Mitigation Plan

Additional demands have been placed on emergency operations over the last several years;

- Implementation, per FEMA policy, of the Integrated Public Alert and Warning System (IPAWS)
- Local response and coordination of PG&E's Public Safety Power Shutdown program, requiring an additional standard operating procedure to be created, monitored and implemented at the local level
- Coordination of multiple animal rescue groups for sheltering per FEMA guidance
- Provides immediate on-site assistance at the request of other jurisdictions due to EMMA requests during disasters.
- Implementation per state law of cultural competence into its emergency plans as well as coordinating forums for community engagement on the topic and authorize a county to establish a community advisory board for the purpose of coordinating and conducting outreach

#### **Office of Emergency Services – Enhancing Levels of Service & Meeting Today's Demand**

An OES must evolve and continue establishing a greater internal and external presence. The Sheriff currently provides staff for emergency services. However, the Sheriff's Office has

immediate and critical first responder responsibilities that usually require most, if not all, of the Office's resources. The County lacks a full-time position dedicated to emergency services before, during and after an event. As an example, the Multi-hazard Mitigation Plan process identified a large number of stakeholder groups the County serves, but it is imperative that connections with those groups persist beyond completion of the plan document.

Public engagement and information dissemination through various channels must be expanded as technological solutions are undoubtedly primary sources of information for existing County residents and visitors, as well as future residents Mono County expects to attract.

An OES must consist of a sufficient number of well-trained, experienced employees prepared to coordinate requests and actions taken to preserve life and property. To maintain the confidence and support of the "first responder" community and others, OES must have sufficient resources to be effective at resource procurement and incident management. Additionally, participation in, and leadership of, regional and statewide meetings, conferences and committees are important. This allows for Mono County to learn from the successes and failures of other agencies and share our own experiences as well.

Moving forward, staff recommends that OES enhance disaster preparation and awareness among county residents and businesses by strategies including the following:

- Develop OES agreements for disaster incident donation coordination with community organizations
- Explore disaster medical care agreements with local hospital and primary care providers
- Develop and implement an extensive public outreach / marketing and education platform for disaster preparedness, response and recovery with primary engagement being schools, non- profits, businesses and residents
- Explore opportunities to develop a permanent and functional EOC location and back-up location
- Develop a comprehensive communications plan for residents and businesses that build levels of disaster preparedness and resiliency
- Assist in developing a comprehensive business continuity plan
- Investigate and conduct due diligence for early warning solutions

### **Office of Emergency Services – Staffing**

An Emergency Services Manager position is typically responsible for both planning and preparation for disaster operations and the coordination of emergency operations during a disaster. While an Emergency Services Manager may not be directly involved in long-term recovery, this individual can be an invaluable resource for the efforts of the recovery team.

Although local officials such as the Board of Supervisors and the County Administrator bear the ultimate responsibility for our community's preparedness, the emergency manager's skills, knowledge and performance play a big factor in the success or failure of the community's response to a large-scale disaster. Emergency managers' function between making executive level decisions on occasion and carrying out specific actions defined in the emergency operations plan, however, can sometimes lack proper critical decision-making authority.

Often, critical decisions must be immediately made by the Director of Emergency Services (County Administrator, Sheriff, etc. depending on County ordinances or charters). Availability of

the Director may be impacted due to long hours of service during a disaster, off-time (illness or out of state/country), or multiple task requirements, which can cause delays. In some instances, communication resources may be down and not available. Critical decisions include but are not limited to urgent notifications to the public, mutual aid, signature authority for disaster declarations, standing up additional resources or significant requests for personnel or specific expenditure needs.



R21-\_\_

**A RESOLUTION OF THE MONO COUNTY  
BOARD OF SUPERVISORS AUTHORIZING THE COUNTY ADMINISTRATIVE  
OFFICER TO AMEND THE COUNTY OF MONO LIST OF ALLOCATED POSITIONS  
TO ADD ONE (1) EMERGENCY OPERATIONS MANAGER AND ONE (1)  
EMERGENCY OPERATIONS PLANNER**

**WHEREAS**, the County of Mono maintains a list of County job classifications, the pay ranges or rates for those job classifications, and the number of positions allocated by the Board of Supervisors for each of those job classifications on its List of Allocated Positions (or "Allocation List"); and

**WHEREAS**, the Allocation List identifies approved vacancies for recruitment and selection by Human Resources and implements collective bargaining agreements related to job classifications and pay rates; and

**WHEREAS**, the County seeks to provide public services in the most efficient and economical manner possible, which at times requires the modification of the job classifications on the Allocation List; and

**WHEREAS**, it is currently necessary to amend the Allocation List as part of maintaining proper accounting for hiring employees to perform public services.

**NOW, THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF MONO RESOLVES** that the County Administrative Officer is authorized to amend the County of Mono List of Allocated Positions to reflect the following changes:

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1 Add the allocation of one (1) full-time permanent, at-will, **Emergency Operations**  
2 **Manager** (new total: one) (salary range \$90,295 - \$109,754 per annum), and one (1) full-time  
3 permanent, at-will, **Emergency Operations Planner** (new total: one) (salary range \$78,000 -  
4 \$94,809 per annum).

5 **PASSED, APPROVED and ADOPTED** this 2nd day of November, 2021, by the  
6 following vote, to wit:

7 **AYES:**

8 **NOES:**

9 **ABSENT:**

10 **ABSTAIN:**

11  
12  
13 Jennifer Kreitz, Chair  
14 Mono County Board of Supervisors

15 **ATTEST:**

16 **APPROVED AS TO FORM:**

17 Clerk of the Board

18 County Counsel  
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## CLASS SPECIFICATION

**CLASS:** Emergency Operations Manager  
**ALLOCATION:** County Administrator's Office  
**FLSA STATUS:** Exempt

### **JOB SUMMARY:**

Under general direction of the County Administrator, plan, organize and manage the Emergency Services function; coordinate County emergency and disaster related efforts in planning, response, recovery and mitigation issues; develop and administer plan modification, outreach, training and reporting activities; maintain the County Emergency Operations Center in a constant state of readiness; on behalf of the County Administrator, provide strategic and operational oversight to county agencies involved in emergency or disaster matters.

This is the managerial level in the emergency services series.

### **CLASS CHARACTERISTICS:**

This position reports directly to the County Administrator. This class is distinguished from the County Administrator in that the latter is responsible for the administration and overall direction of the Emergency Services function, in addition to overall coordination and provision of all County services.

### **EXAMPLES OF DUTIES:**

#### **Essential:**

- Direct and manage the operations of the Emergency Services Division; assist County with emergency planning and development plans; ensure a constant state of disaster readiness.
- Determine emergency service and disaster preparedness program objectives and priorities consistent with established goals approved by the Board of Supervisors and County Administrator; develop strategies to integrate and focus various approaches to achieve program objectives.
- Assist with research and determination of funding sources for various programs and/or projects; prepare grant applications; assist with administration of grants and monitoring of sub-grantees; monitor grant expenditures; provide guidance in the completion of State and Federal grant fund reporting documentation.
- Research and develop operational procedures and protocol for County emergency management functions; assist County departments, agencies and stakeholder groups to identify areas of emergency response that may require Office of Emergency Services (OES) involvement; advise and assist various groups including County staff, special districts, cities and businesses in reviewing and/or developing emergency preparedness plans.
- Conduct surveys to determine the types of emergency-related needs to be addressed in disaster planning or provide technical support to others conducting such surveys; formulate and implement programs, policies, plans and procedures for monitoring and reviewing OES responses in times of disaster.
- Serve as a liaison with Cal EMA, FEMA, County Administrator, Board of Supervisors, County Department Heads, other governmental agencies, non-governmental organizations and private non-profits.
- Ensure proper documentation for compliance with Federal and State reporting.
- Develop, prepare and maintain the County's Emergency Operations Plan; work closely with emergency responders for related plan review and updates; develop and present emergency services training to public employees.
- Oversee the operation and coordination of a the Mobile Incident Command Vehicle when needed for operational area response.
- Manage the County's Multi-hazard Mitigation Plan and may assist partner agencies in coordinating development of their plans if needed
- Activate the County Emergency Operations Center (EOC) and oversee, coordinate and direct EOC operations during emergency disaster response on a relief or as-assigned basis.
- Request appropriate sources of mutual aid during large scale emergencies; assist with completing appropriate After Action/Correction Action reports following an emergency seeking reimbursement funding.
- Collaborate with other officials to prepare and analyze damage assessments following disasters or emergencies; prepare emergency situation status reports that describe response and recovery efforts, needs and preliminary damage assessments and prepare follow-up and corrective action recommendations for review with County staff, participating agencies and the Board of Supervisors.

- Research, prepare and maintain a variety of technical, statistical, administrative and narrative reports and correspondence; perform special projects and tasks as assigned in support of emergency services operations.
- Participate in the administration of the emergency services budget including forecasting funds; monitor departmental budget and expenditures.

**Important:**

- Comply with all County equipment and safety policies and procedures, and California Occupational Safety and Health Administration (CalOSHA) rules and regulations.
- Drive a motor vehicle in the course of work to access work sites.
- May supervise assigned staff on a project, during an emergency incident or on a day-to-day basis.

**EMPLOYMENT STANDARDS:**

**Knowledge of:**

- Principles, practices, methods and techniques of modern disaster response including the use of Standardized Emergency Management System (SEMS), Operational Area Satellite Information System (OASIS), State Resource Information Management System (RIMS), Geographic Information System (GIS), Hazards US (HAZUS), the National Incident Management System (NIMS) and the Incident Command System (ICS).
- Principles and practices of emergency response planning, training and management.
- Emergency services and communications systems, equipment and procedures utilized in staffing and coordinating activities within an emergency operations center.
- Techniques for dealing with a variety of individuals from various socio-economic, ethnic and cultural backgrounds, in person and over the telephone, occasionally where relations may be confrontational or strained.
- Conditions leading to major emergencies, their effects, mitigation, response lines, lines of authority, resource requirements, damage assessment, recovery methods and safety and survival procedures.
- Federal, state and local laws, codes, ordinances related to emergency planning and operations.
- Principles and practices of management necessary to assist with planning, analyzing, developing, evaluating and directing the diverse and complex activities of County government.
- Principles and practices of budget development and administration, public funding and state and federal reimbursement processes.
- Methods and techniques of developing and presenting technical documentation and training materials.
- Administrative principles and practices including the preparation of policies and procedures.
- Standard office equipment and computer applications related to the work.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition and grammar.
- Principles and practices of public health, hospital, law enforcement, fire and public works operations.
- Principles and practices of technical and functional supervision and training.
- Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- Principles of site-to-site radio functions, requirements per the federal communications commission and interoperable communications.

**Skill in:**

- Understanding, interpreting, applying and explaining complex local, state and federal rules and regulations governing emergency preparedness.
- Training and facilitating others in policies and procedures related to the work.
- Assessing and prioritizing multiple tasks, projects and demands within limited timeframes.
- Exercising authority and providing direction in various situations, as required.
- Exercising sound independent judgment within general policy guidelines.
- Assessing, prioritizing multiple tasks, projects and demands.
- Using initiative and independent judgment within general policy guidelines.
- Developing, recommending and implementing goals, objectives, policies, procedures and work standards.
- Evaluating program strategies, analyzing alternatives, defining problem areas and recommending solutions.

- Preparing clear, concise, reports, correspondence and other written materials.
- Developing and maintaining accurate logs, records and files.
- Effectively using tact, patience, courtesy, discretion and prudence in dealing with those contacted in the course of the work.
- Managing one's own time and the time of others.
- Identifying complex problems, analyzing information and evaluating results to develop and evaluate options and implement solutions.
- Planning, directing and reviewing the work of others on a project or day-to-day basis.

**Ability to:**

- Give full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate and not interrupting at inappropriate times.
- Perform calmly, purposefully and appropriately in emergency and stressful situations.
- Maintain composure, keep emotions in check, control anger, and avoid aggressive behavior, even in very difficult situations.
- Evaluate alternate courses of action and make decisions under the pressures of disaster and emergency situations.
- Gather and evaluate information in order to reason logically, draw valid conclusions, take appropriate actions and/or make appropriate recommendations.
- Deal tactfully and effectively with the public, regulatory agencies and policy-making bodies, vendors, consultants and others contacted in the course of the work.
- On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe and problem solve operational situations, technical policies and procedures.
- Organize, plan and prioritize work, developing specific goals and plans to accomplish the work in a timely manner as established by regulations and local policy.
- Pay attention to detail and be thorough in completing work tasks.
- Communicate clearly and concisely, both orally and in writing.
- Adapt quickly to changes in policies, procedures and assignments.
- Establish and maintain effective working relationships with those contacted in the course of the work.
- Coordinate emergency services planning with other governmental and non-governmental agencies as appropriate.
- Analyze the potential for disasters and oversee development and production of a comprehensive plan for mitigation, response and recovery including research and modification of elements of existing comprehensive emergency response plans.
- Direct an emergency response program involving a variety of agencies and departments, volunteer groups, businesses and community service organizations.

**Physical Demands:** The physical demands and work environment described here are representative of those that must be met by an employee to successfully perform the essential function of the job, with or without accommodation. Prospective employees must complete a pre-employment medical exam which will measure the following abilities:

- See well enough to read fine print and view a computer screen; speak and hear well enough to understand, respond, and communicate clearly in person and on the telephone.
- Independent body mobility sufficient to stand, sit, walk, stoop and bend to access the work environment and a standard office environment; mobility to work in some very adverse conditions including mud, smoke, heat, cold, rain, high winds and steep terrain to observe emergency conditions or conduct training exercises.
- Manual dexterity and sufficient use of hands, arms and shoulders to repetitively operate a keyboard and to write; and the ability to sit or walk for prolonged periods of time.
- Operate a Mobile Incident Command Vehicle when needed for operational area response and to drive a motor vehicle to visit sites and attend meetings.
- Occasionally lift, carry, push, pull or otherwise move bags or boxes of material weighing up to 75 pounds.

Accommodation may be made for some of these physical demands for otherwise qualified individuals who require and request such accommodation.

**Work Environment:**



- May require work with exposure to dangerous conditions, extreme weather, physical harm and infectious diseases.
- May require unusual or prolonged work hours during emergencies or disasters and during training programs or emergency preparedness exercises.

**QUALIFICATIONS:**

The minimum and preferred requirements are listed below. While the following requirements outline the minimum qualifications, Human Resources reserves the right to select applicants for further consideration who demonstrate the best qualifications match for the job. Meeting the minimum qualifications does not guarantee further participation in selection procedures.

**Licenses and Certification:**

- The ability to obtain a valid California Class C driver's license within ten (10) days of employment and maintain it throughout employment.

**Special Requirements:**

- Must successfully complete an extensive and thorough background investigation including Live Scan fingerprinting prior to hire.
- DMV printout prior to hire.
- Attend meetings outside of normal working hours including weekends.
- Must file statements of economic interest with the appropriate agency.
- Will be required to perform disaster service activities pursuant to Government Code 3100 -3109.
- Must be able to implement appropriate response to any County emergency within 30 minutes of being notified.

**Education and Experience:**

**MINIMUM:** Bachelor's Degree from an accredited college or university with major course work in business or public administration, public safety/emergency management or a field related to the work; completion of State and Federally sponsored courses in disaster preparedness, response and recovery; and three years of professional experience planning, managing, or organizing for disaster relief, emergencies, and civil defense, either in an office of emergency services or in the police, fire protection, emergency medical or other related field.

Candidates with strong experience who lack the degree are encouraged to apply.

**PREFERRED:** In addition to the minimum requirements, certification as a trainer in Incident Command Systems (ICS), Standardized Emergency Management Services (SEMS) and/or National Incident Management System (NIMS); Standardized Emergency Management System (SEMS)/National Incident Management System (NIM S) credentialing through CalEMA; certification in emergency management or its equivalent issued by the International Association of Emergency Managers (IAEM), National Coordinating Council of Emergency Management or an equivalent agency; and/or the completion of Federal Emergency Management Agency Professional Development Series.

**This class specification lists the major duties and requirements of the job. Incumbent may be expected to perform job-related duties other than those contained in this document.**

## CLASS SPECIFICATION

**CLASS:** Emergency Operations Planner  
**ALLOCATION:** County Administrator's Office  
**FLSA STATUS:** Exempt

### **JOB SUMMARY:**

Under general direction, perform analytical and administrative duties in support of the daily operations of the Division of Emergency Services; assist with the coordination, planning and training of county employees and stakeholders; assist in developing policies and procedures and implement program goals and objectives; maintain the County Emergency Operations Center in a constant state of readiness; may serve as project manager on emergency management projects; assist in maintaining emergency management budget and compliance with federal grant guidelines; and other duties as assigned.

This is the journey level in the emergency services analyst series.

### **CLASS CHARACTERISTICS:**

This position reports directly to the Emergency Operations Manager. This class is distinguished from the Emergency Operations Manager in that the latter is responsible for the daily administration and management of the Emergency Services function.

### **EXAMPLES OF DUTIES:**

#### **Essential:**

- Assist in the development of operational procedures and protocols for County Emergency Management functions.
- Research, prepare, and maintain a variety of technical, statistical, administrative and narrative reports and correspondence; perform special projects and tasks as assigned in support of emergency services operations.
- Assist County departments, agencies and stakeholder groups in identifying and addressing potential areas of disaster exposure; Assist various groups, including County departments and programs, special districts, cities, businesses, non-profits and non-governmental organizations in reviewing and/or developing emergency preparedness plans.
- Assist in preparing and providing emergency management exercises, including training for Emergency Operations Center Management staff, County program/department representatives, County staff, first responders, non-profits, and non-governmental organizations.
- Attend periodic on-going training to gain additional knowledge and remain current in knowledge in the area of emergency management.
- Function as a member of the Emergency Operations Center Management team and may be required to operate a Mobile Incident Command Vehicle when needed for operational area response.
- Respond to and assist in the coordination of emergency efforts by cities, state and federal agencies, and other public jurisdictions, private entities and volunteer organizations during emergencies.
- Assist with division budget by tracking expenditures, purchases and other financial business.
- Assist with research and determination of funding sources for various programs and/or projects; prepare grant applications; assist with administration of grants and monitoring of sub-grantees; monitor grant expenditures; provide guidance in the completion of State and Federal grant fund reporting documentation.
- Ensure proper documentation for compliance with Federal and State reporting.
- Assist in completing After Action/Corrective Action reports following a declared emergency, hosted drill or exercise.
- Assist County departments with the reimbursement process through the California Disaster Assistance Act and the Federal Emergency Management Agency, in collecting and submitting all necessary documentation on behalf of the County.
- Assist citizens in applying for individual assistance through state or federal disaster assistance funds.
- Assist with the creation of Local Assistant Centers (LAC) in the recovery process.
- Assist in promoting public education and outreach programs on emergency preparedness.
- Make public speaking presentations to groups, organizations or at events on emergency management.
- Coordinate special projects and tasks as assigned in support of the division.

#### **Important:**

- Comply with all County equipment and safety policies and procedures, and California Occupational Safety and Health Administration (CalOSHA) rules and regulations.

- May represent the Division of Emergency Management and the County of Mono at local, state and federal meetings related to emergency management and occasionally act on behalf of the Emergency Operations Manager.
- Drive a motor vehicle in the course of the work to access work sites.
- May supervise assigned staff on a project or day-to-day basis.

### **EMPLOYMENT STANDARDS:**

#### **Knowledge of:**

- Principles and practices of emergency response planning, training and management.
- Principles, practices, methods and techniques of modern disaster response including the use of Standardized Emergency Management System (SEMS), Operational Area Satellite Information System (OASIS), State Resource Information Management System (RIMS), Geographic Information System (GIS), Hazards US (HAZUS), the National Incident Management System (NIMS) and the Incident Command System (ICS).
- Principles and practices of public health, hospital, law enforcement, fire and public works operations.
- Principles and practices of project planning, development and evaluation, including preparation, implementation and administration of policies and procedures.
- Basic elements of an effective emergency operations plan.
- Federal, state and local laws, codes, ordinances related to emergency planning and operations.
- Records management and retention schedules for emergency services documents.
- Techniques for dealing with a variety of individuals from various socio-economic, ethnic and cultural backgrounds, in person, via telephone and electronically, when relations may be strained.
- Standard office equipment and computer applications related to the work.
- Principles and practices of budget development and administration, public funding and state and federal reimbursement processes.
- Emergency services and communications systems, equipment and procedures utilized in staffing and coordinating activities within an emergency operations center.
- Conditions leading to major emergencies, their effects, mitigation, response lines, lines of authority, resource requirements, damage assessment, recovery methods and safety and survival procedures.
- Methods and techniques of developing and presenting technical documentation and training materials.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition and grammar.
- Principles and practices of technical and functional supervision and training.

#### **Skill in:**

- Developing, recommending and implementing goals, objectives, policies, procedures and work standards.
- Evaluating program strategies, analyzing alternatives, defining problem areas and recommending solutions.
- Understanding, interpreting, applying and explaining complex local, state and federal rules and regulations governing emergency preparedness.
- Training and facilitating others in policies and procedures related to the work.
- Assessing and prioritizing multiple tasks, projects and demands within limited timeframes.
- Exercising authority and providing direction in various situations, as required.
- Exercising sound independent judgment within general policy guidelines.
- Preparing clear, concise, reports, correspondence and other written materials.
- Developing and maintaining accurate logs, records and files.
- Effectively using tact, patience, courtesy, discretion and prudence in dealing with those contacted in the course of the work.
- Communicating clearly and concisely, both orally and in writing.
- Planning, directing and reviewing the work of others on a project or day-to-day basis.

#### **Ability to:**

- Give full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate and not interrupting at inappropriate times.
- Perform calmly, purposefully and appropriately in emergency and stressful situations.
- Maintain composure, keep emotions in check, control anger, and avoid aggressive behavior, even in very difficult situations.
- Evaluate alternate courses of action and make decisions under the pressures of disaster and emergency situations.

- Make effective written and verbal presentations to large civic groups, official bodies, and the general public to provide information.
- Gather and evaluate information in order to reason logically, draw valid conclusions, take appropriate actions and/or make appropriate recommendations.
- Deal tactfully and effectively with the public, regulatory agencies and policy-making bodies, vendors, consultants and others contacted in the course of the work.
- On a continuous basis, know and understand all aspects of the job.
- Organize, plan and prioritize work, developing specific goals and plans to accomplish the work in a timely manner as established by regulations and local policy.
- Pay attention to detail and be thorough in completing work tasks.
- Adapt quickly to changes in policies, procedures and assignments.
- Establish and maintain effective working relationships with those contacted in the course of the work.
- Coordinate emergency services planning with other governmental agencies.
- Analyze the potential for disasters and assist development and production of a comprehensive plan for mitigation, response and recovery including research and modification of elements of existing comprehensive emergency response plans.

**Physical Demands:** The physical demands and work environment described here are representative of those that must be met by an employee to successfully perform the essential function of the job, with or without accommodation. Prospective employees must complete a pre-employment medical exam (Occupational Group V) which will measure the following abilities:

- See well enough to read fine print and view a computer screen; speak and hear well enough to understand, respond, and communicate clearly in person and on the telephone.
- Independent body mobility sufficient to stand, sit, walk, stoop and bend to access the work environment and a standard office environment; mobility to work in some very adverse conditions including mud, smoke, heat, cold, rain, high winds and steep terrain to observe emergency conditions or conduct training exercises.
- Manual dexterity and sufficient use of hands, arms and shoulders to repetitively operate a keyboard and to write; and the ability to sit or walk for prolonged periods of time.
- Operate a Mobile Incident Command Vehicle when needed for operational area response and to drive a motor vehicle to visit sites and attend meetings.
- Occasionally lift, carry, push, pull or otherwise move bags or boxes of material weighing up to 75 pounds.

Accommodation may be made for some of these physical demands for otherwise qualified individuals who require and request such accommodation.

**Work Environment:**

- May require work with exposure to dangerous conditions, extreme weather, physical harm and infectious diseases.
- May require unusual or prolonged work hours during emergencies or disasters and during training programs or emergency preparedness exercises.

**QUALIFICATIONS:**

The minimum and preferred requirements are listed below. While the following requirements outline the minimum qualifications, Human Resources reserves the right to select applicants for further consideration who demonstrate the best qualifications match for the job. Meeting the minimum qualifications does not guarantee further participation in selection procedures.

**Licenses and Certification:**

- The ability to obtain a valid California Class C driver's license within ten (10) days of employment and maintain it throughout employment.

**Special Requirements:**

- Must successfully complete an extensive and thorough background investigation including Live Scan fingerprinting prior to hire.
- DMV printout prior to hire.
- Attend meetings outside of normal working hours including weekends.
- Must file statements of economic interests.
- Will be required to perform disaster service activities pursuant to Government Code 3100-3109.
- Must be able to implement appropriate response to any County emergency within 30 minutes of being notified.

**Education and Experience:**

**MINIMUM:** Bachelor's Degree from an accredited college or university with major course work in business or public administration, public safety/emergency management or a field related to the work; and one year of technical-level experience performing disaster planning, management or response or successful completion of state and federally sponsored courses in disaster preparedness, response and recovery.

Candidates with strong experience who lack the degree are encouraged to apply.

**PREFERRED:** In addition to the minimum requirements, certifications or credentialing in emergency services programs or as a trainer of emergency services programs, the completion of Federal Emergency Management Agency Professional Development Series; or professional experience planning, managing, or organizing for disaster relief, emergencies, and civil defense, either in an office of emergency services or in the police, fire protection, emergency medical or other related field.

**This class specification lists the major duties and requirements of the job. Incumbent may be expected to perform job-related duties other than those contained in this document.**

**ESTIMATED PERSONNEL COST RANGES**

EMERGENCY OPERATIONS MANAGER		<u>Range 12, Step A</u>		<u>Range 12, Step E</u>	
Employee (At-Will)	2022 Rates	Monthly	Annual	Monthly	Annual
Salary		\$7,525	\$90,295	\$9,146	\$109,754
PERS (Non-Safety)	0.1071	\$806	\$9,671	\$980	\$11,755
401a	0.03	\$226	\$2,709	\$274	\$3,293
Medicare	0.0145	\$109	\$1,309	\$133	\$1,591
SDI	0.012	\$90	\$1,084	\$110	\$1,317
Health Insurance (\$593, \$1,185, \$1,540)	\$1,540	\$1,540	\$18,480	\$1,540	\$18,480
Dental Insurance (\$36, \$63, \$100)	\$63	\$100	\$1,200	\$100	\$1,200
Vision Care (\$14, \$21, \$35)	\$21	\$35	\$420	\$35	\$420
Life Insurance	\$21	\$21	\$252	\$21	\$252
	<b>TOTAL</b>	<b>\$10,452</b>	<b>\$125,419</b>	<b>\$12,338</b>	<b>\$148,062</b>
	Salary	\$7,525	\$90,295	\$9,146	\$109,754
	Benefits	\$2,927	\$35,124	\$3,192	\$38,308

EMERGENCY SERVICES PLANNER		<u>Range 9, Step A</u>		<u>Range 9, Step E</u>	
Employee (At-Will)	2022 Rates	Monthly	Annual	Monthly	Annual
Salary		\$6,500	\$78,000	\$7,901	\$94,809
PERS (Non-Safety)	0.1071	\$696	\$8,354	\$846	\$10,154
401a	0.03	\$195	\$2,340	\$237	\$2,844
Medicare	0.0145	\$94	\$1,131	\$115	\$1,375
SDI	0.012	\$78	\$936	\$95	\$1,138
Health Insurance (\$593, \$1,185, \$1,540)	\$1,540	\$1,540	\$18,480	\$1,540	\$18,480
Dental Insurance (\$36, \$63, \$100)	\$63	\$100	\$1,200	\$100	\$1,200
Vision Care (\$14, \$21, \$35)	\$21	\$35	\$420	\$35	\$420
Life Insurance	\$21	\$21	\$252	\$21	\$252
	<b>TOTAL</b>	<b>\$9,259</b>	<b>\$111,113</b>	<b>\$10,889</b>	<b>\$130,672</b>
	Salary	\$6,500	\$78,000	\$7,901	\$94,809
	Benefits	\$2,759	\$33,113	\$2,989	\$35,863

**\$236,532**

**\$278,734**



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## SPECIAL MEETING AGENDA REQUEST

Print

<b>MEETING DATE</b>	March 15, 2022	<b>DEPARTMENT</b>	
<b>ADDITIONAL DEPARTMENTS</b>			
<b>TIME REQUIRED</b>	30 minutes	<b>PERSONS APPEARING BEFORE THE BOARD</b>	Robert C. Lawton, CAO; Dan Holler, Town Manager
<b>SUBJECT</b>	Update on Radio Communications System Upgrade		

### AGENDA DESCRIPTION:

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

Update on Countywide Emergency Radio Communications System upgrade.

### RECOMMENDED ACTION:

Receive report. Provide any desired direction to staff.

### FISCAL IMPACT:

None noted.

### CONTACT NAME:

PHONE/EMAIL: /

### SEND COPIES TO:

### MINUTE ORDER REQUESTED:

YES  NO

### ATTACHMENTS:

Click to download

- [Update on Radio Communications System Upgrade](#)
- [California Radio Interoperable System](#)
- [Land Mobile Radio System Alternatives Analysis and Recommendations Report](#)

History

<b>Time</b>	<b>Who</b>	<b>Approval</b>
3/11/2022 5:30 PM	County Counsel	Yes
3/11/2022 5:31 PM	Finance	Yes
3/11/2022 5:34 PM	County Administrative Office	Yes



**Title:** Update on Radio Communications System Upgrade

**Recommendation:** Provide staff direction as appropriate

### **Background**

Over the past few years, the County, Town, Mammoth Lakes Fire Protection District and other partners have been looking at options to improve radio coverage in Mono County. This includes conducting initial engineering studies looking at tower sites, coverage maps and new radios, Staff has reviewed the use of cell technology systems such as AT&T FirstNet. Several short-term improvements options have been analyzed. All the options come with added costs for improvements, new radios, and ongoing maintenance. In the interim, County staff continues to maintain and make minor improvements to the existing system. Staff also considered the option of creating a regional 911/Dispatch Center join with the City of Bishop and Inyo County. However, due to costs, timing, and operational items this joint facility is no longer being pursued.

The Board of Supervisors and Town Council has received presentations in the past on alternatives to rebuild the Land Mobile Radio System within Mono County. The Executive Summary provided by Federal Engineering and the power point presentation from September 2019 is provided as background information.

The Town, Mammoth Lakes Fire District and County have also reviewed the proposed California Radio Interoperable System (CRIS) being implemented at the State level through Cal OES. Attached is FAQ overview of the CRIS system. The focus of the system is to improve radio coverage and interoperability along state highway corridors and into larger population centers. The program has received substantial funding and the build out is proceeding. They are looking to build out their system through Mono County primarily along the Highway 395 corridor. This system will provide coverage through a significant portion of Mono County.

The Town and Mammoth Lakes Fire District retained Elk Mountain Technology to analyze options to enhance radio communications within the Town/District service area. The action was taken as the company was also retained by Mammoth Mountain Ski Area (MMSA) to review options to upgrade their communications system. The company also has extensive experience working with other statewide systems. Company was also familiar with Mono County IT staff early work on MMSA planning and outreach on the review of the Town/Fire District planning area. We are reviewing the CRIS alternative and additional data and process information is being gathered.

The CRIS system appears to be a viable alternative. We can leverage the state system improvements but will need to provide local enhancements to gain full coverage and redundancy. It does address the guiding principles previously set forth. The structure of the system allows for current and future technology to be incorporated. The maintenance if provided by the State. It will require radio upgrades, which allows for P25 encrypted capabilities. The system is set up for agencies to be a “subscriber” requiring annual fees based on the number of users (radios). A portion of the subscription fees can be offset based on the amount of local investment in the system. Agencies will need to fund some tower improvements and/or new sites and equipment.

Purchase new radios and pay ongoing subscription fees. The overall up-front costs appear to be less than other proposals. Local improvements may also be phased in but may require some 'patch' systems to work. Maintenance cost on the communication sites will be less as sites (majority) are maintained by the State. Linking in the system to the 911/Dispatch center will also require local improvements.

The state is funding is secured. The local funding to extend the coverage of the system for the Town and Fire District is mostly funded. The Town has committed \$1 million of a programmed \$1.5 million set aside for this project. The final amount necessary and cost of improvement are still under review.



**Cal OES**  
GOVERNOR'S OFFICE  
OF EMERGENCY SERVICES



## CALIFORNIA RADIO INTEROPERABLE SYSTEM

# CRIS

Frequently Asked Questions  
(FAQs)

## CRIS – Frequently Asked Questions (FAQ)

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## **CRIS Overview**

### **What benefit does the CRIS provide?**

The need to be able to communicate either intra-agency on a daily basis or inter-agency between cooperating agencies during an emergency is critical in providing public safety services. The CRIS, by utilizing a statewide trunked communications platform, provides public safety agencies the infrastructure to carry out their daily operations and be able to interoperate with other agencies when needed without the expenses of developing or maintaining an independent system. The CRIS is designed to provide mobile radio coverage on the majority of the State's major traffic arteries as well as 60% of the state's geographic area and 90% of the State's population.

### **Who will administer the CRIS implementation?**

The CRIS is managed, designed, implemented and maintained by the California Governor's Office of Emergency Services/Public Safety Communications (Cal OES/PSC).

### **When will the CRIS be implemented?**

The CRIS was approved by the California State Legislature and Governor in FY 2019-20. It is expected to take five years for all infrastructure equipment to be installed. However, subscribers will be added to the system as areas become operational. See the CRIS Budget Change Proposal (BCP) at [www.caloes.ca.gov/CRIS](http://www.caloes.ca.gov/CRIS).

## **Using CRIS**

### **How does an agency join the CRIS?**

The prospective subscriber should first review the CRIS system webpage at [www.caloes.ca.gov/CRIS](http://www.caloes.ca.gov/CRIS). It is recommended that prior to the subscriber completing the application for service (TDe-115), they should talk to their assigned Client Engineering Unit (CEU) to understand the benefits the system will provide. The link to the CEU representative's phone numbers are located on the CRIS webpage. If the agency does not know their assigned CEU, they can contact the CRIS outreach representative directly. The CRIS representative phone numbers are listed on the webpage. The agency would then fill out the application located on the CRIS webpage and submit to the CRIS. Upon review, the CEU will work with the subscriber to establish time frames for CRIS programming of the subscriber's equipment.

### **Is there a cost to utilize the CRIS?**

**Yes**, current rates are published on the CRIS website.

## **Does the CRIS provide end user equipment?**

**Yes and No** It is expected that subscribers will be responsible for acquiring, and maintaining the end user equipment (mobiles, portables, control stations etc.). A list of equipment authorized to be used on the CRIS can be found on the CRIS website. The CRIS does however have a limited supply of end user equipment mobiles that can be loaned to agencies on a short-term basis.

## **Can I program my own radios with the CRIS frequencies?**

All state agency subscriber radios will be programmed for use on the CRIS system by Cal OES/PSC technician staff.

System keys may be provided to non-state subscriber agencies or independent private service shops for radio programming of the CRIS frequencies into non-state owned equipment. System key requests must be in writing. System keys must be surrendered immediately if or when requested by the State.

## **Are agencies required to provide their FCC licenses to the CRIS?**

**No**, agencies using the CRIS infrastructure will operate off of the statewide public safety 700MHz FCC license, Call Sign WPTZ774 held by the California Governor's Office of Emergency Services, Public Safety Communications.

## **Will the CRIS provide dispatching services?**

**No**, the CRIS will provide the trunked radio infrastructure to communicate with, but subscribers will be required to provide their own dispatch services or enter into an agreement with a cooperating subscriber to provide the needed services. The CRIS staff can assist by providing the name/s of a subscriber/s that currently have dispatch operations.

## **CRIS Technology**

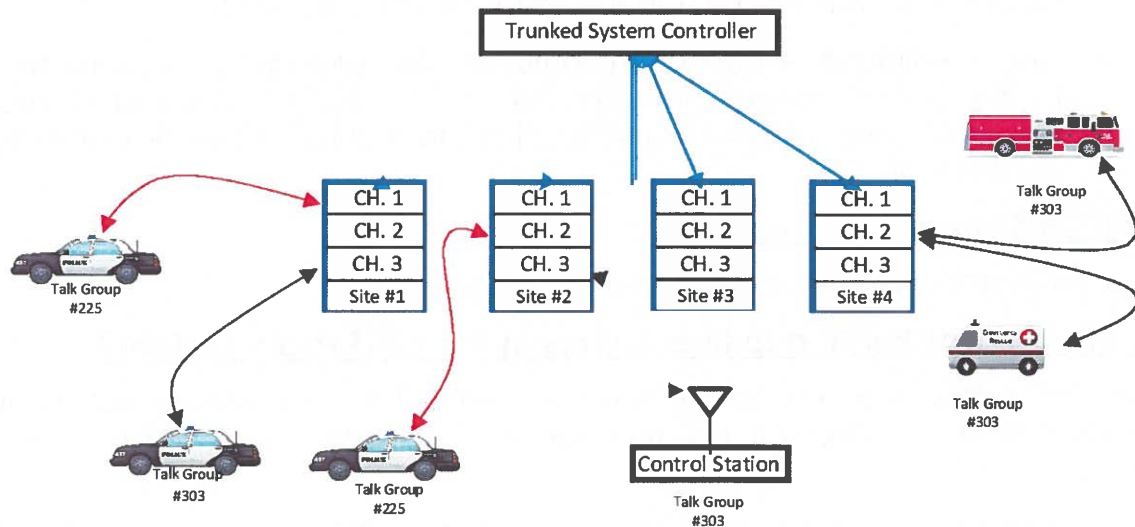
### **What Technology does CRIS use?**

The CRIS is designed using the Project 25 (P25) phase 2 standards but will support P25 phase 1 equipment. P25 defines the standard on how interoperable digital two-way wireless communications products and systems operate. Project-25 works as an open standard rather than a proprietary standard. Radios produced by different manufacturers are able to communicate with each other since they are built to the same technical standards. Project-25 is a suite of technical standards. Different standards address how different elements of a radio communications system should function with each other. Only radios that support Project 25 trunking will function on CRIS.

P25 Phase 2 is a more efficient way of providing digital voice communications than P25 Phase 1. Phase 2 utilizes Time Division Multiple Access (TDMA) to enable a 12.5 kHz channel to carry two voice communications versus the older Phase 1 technology, which utilizes Frequency Division Multiple Access (FDMA). FDMA allows only one voice communications for the same channel bandwidth. Subscribers currently operating on P25 Phase 1 should develop plans to migrate to P25 Phase 2. Phase 2 subscriber radios are highly recommended for channel utilization efficiency.

### **What is trunked radio?**

A trunked system allows a small number of communications channels (a pair of transmit and receive frequencies) to be shared by a large number of subscribers. A trunking system controller manages the assignment of communication paths automatically. The controller is a computerized switch which makes channel assignments and other decisions normally made by the subscriber.



Channel assignments are automatic and transparent to the individual subscribers. When a subscriber needs to speak, the subscriber's radio requests access to the system, a channel is assigned by the controller from the pool of available channels and used for the call. When that subscriber is finished with their call, the channel can be reassigned for use by another subscriber. By having the system controller monitor and assign channels the use of channels and air time is maximized so users do not have to wait for another user to finish prior to their ability to use the system.

Advantages of utilizing trunked communications.

- Management Flexibility - The System Controller provides the CRIS the ability to:
  - Add/remove talk groups
  - Reconfigure channel assignments at a specific site
  - Add and remove end user equipment
- These operations can be completed through the System Controller without the need to physically touch each piece of equipment, saving time and expense.
- Spectrum Efficiency — Radio frequencies/channels are a limited resource. By having a site controller monitor when channels are in use or not then assigning them as requested, the number of channels required at a site is minimized while maximizing user access to the channels. Therefore, the number of required channels at a site is a function of traffic loading.
- System Reliability — the system controller can automatically identify any faults in the system, reconfigure communications paths if needed to maintain operation, and sends alarm notifications to technicians so they can respond as needed.

### **Will CRIS support encryption?**

**Yes.** Project-25 includes standards for encryption.

### **Is there a backup if a failure occurs in the CRIS radio system?**

The CRIS is designed to avoid any single point-of-failure. The system employs multiple levels of hardware and software redundancy to maintain operation in the event of a computer failure.

The trunked repeater sites are connected to the system controller via the state's CAPSNET (California Public Safety Microwave Network) microwave backhaul system utilizing MPLS (Multiprotocol Label Switching) technology, allowing the system to automatically identify loss of connectivity and automatically reroute traffic to maintain access to the site. In this mode, the repeater sites operate in wide-area trunking, allowing subscribers that operate in the same talk group from the same or different repeater sites to communicate with each other.

If loss of connection between a trunked repeater site and the system controller cannot be avoided, the repeater site will automatically go into site trunking mode, allowing radio communication to be maintained between subscribers in the same talk group that are on the same repeater site.

If the site controller itself fails, the trunked repeater site will go into fail soft mode, reverting to conventional mode of operation, with the subscriber radios utilizing pre-assigned conventional frequencies.



If the radio site itself fails, the radios can still be used in repeater talk around mode, allowing direct mobile-to-mobile communication, albeit with limited range.

### **How far can I communicate on the CRIS system?**

The CRIS is built to provide wide area trunking allowing a call to be set up regardless of the sending and receiving unit's location on the system. As subscribers automatically affiliate or "log in" to a radio site, they are assigned to their selected talk group. When a call is initiated on that talk group, the system will identify all subscribers on the talk group regardless of where a subscriber is within the CRIS radio coverage area allowing talk group members to communicate system-wide at any time.

### **How do I communicate if all channels at a site are in use and I have an emergency?**

If an emergency situation occurs, the system has preassigned priorities for talk groups so that first responder subscribers can communicate. In addition, subscriber radios are equipped with an emergency button. All subscriber radios communicate with the system on a "control channel," to receive channel assignments. When a subscriber presses the emergency button on their radio, that information is communicated on the control channel and the system assigns that user the highest priority. If necessary, in this situation, the system may actually drop a low priority caller in order to establish the call for the unit that has declared an emergency.

### **Will the CRIS provide better coverage than my current system?**

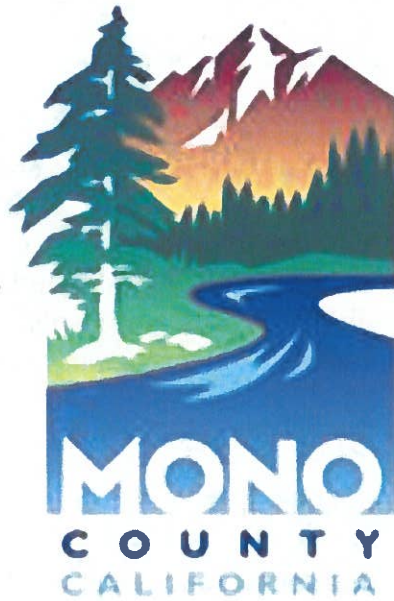
The CRIS is designed to provide trunked radio coverage along the majority of the States traffic arteries. A subscriber can expect to see overall coverage equal or better than what currently exists. As the CRIS is developed additional sites will be added to improve coverage or considered to address particular coverage issues. Since the CRIS is designed on a statewide trunked platform, the system will allow subscribers to access radio sites outside of their normal coverage area. With the design of the CRIS system, the subscriber will have multiple radio sites that can be accessed to complete a call. The system will select the appropriate site for each radio call.

### **Will the CRIS provide portable radio coverage?**

The CRIS is primarily designed to provide mobile coverage over a wide area, however; a subscriber may find the system does support portable coverage in many areas based on proximity to one of the CRIS base stations.

### **Where can I get additional information about the CRIS?**

Refer to the CRIS web site at: [www.caloes.ca.gov/CRIS](http://www.caloes.ca.gov/CRIS). The CRIS website is designed to provide information about the CRIS including up to date deployment status, RF coverage/maps and how to join the CRIS and a list of the CRIS Contacts.

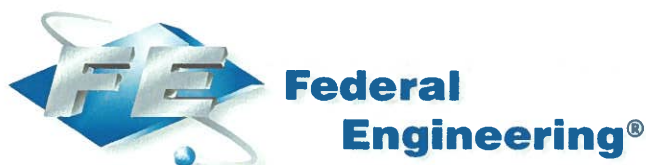


# Land Mobile Radio System Alternatives Analysis and Recommendations Report

## Executive Summary

September 2019

Prepared by:



Federal Engineering, Inc.  
10600 Arrowhead Dr, Suite 160  
Fairfax, VA 22030  
703-359-8200



## Executive Summary

Mono County, California (County) is experiencing radio coverage and interference issues and sought a complete evaluation and assessment of the current radio system to determine what actions they could take to improve radio system performance.

Following a competitive procurement process, the County contracted with Federal Engineering, Inc. (**FE**) to assess their existing land mobile radio (LMR) system, identify current and future stakeholder needs and assist in determining the best course of action for the upgrade or replacement of the system.

**FE** performed the following tasks to assess the existing LMR system:

- Reviewed existing LMR system documentation
- Submitted a questionnaire to County stakeholders to obtain written feedback regarding their experiences with the system
- Conducted stakeholder interviews to gain insight into current and future radio system needs
- Conducted site visits to several radio sites to assess radio equipment and infrastructure
- Performed a computer-based radio coverage analysis to provide a visual representation of current system radio coverage and to ascertain stakeholder feedback that compares real-world experience against the computer model

As a result of this assessment, **FE** found that subscriber radios are not an issue. However, **FE** identified several issues and system vulnerabilities including:

- Existing County VHF repeaters are at the end of the product life cycle. This means that although there are limited repair parts available in the marketplace, the manufacturer is no longer producing parts or supporting the equipment.
- Insufficient radio coverage and poor audio quality for all four County channels: Administration (Admin), Emergency Medical Services (EMS), Fire and Law
- Unreliable VHF control links from Conway Summit to the VHF repeater sites due to terrain blockage on a number of existing paths
- High radio frequency (RF) interference levels at some of the repeater sites due to physical antenna placement





- Operational difficulties, including:
  - Radio users must select a channel on their radio associated with the repeater that provides the best coverage. To be effective, this requires radio users to select the correct repeater for their location
  - It can be difficult for dispatchers to identify which repeater site a radio user is using, thus not knowing what repeater on which to respond
  - Radio users cannot always hear transmissions from other repeater sites; as a result, they may transmit without knowing that someone else is talking on an adjacent site, thus “stepping on” the other conversation

Following the assessment, **FE** worked with the County to identify feasible alternatives for the upgrade or replacement of the County LMR system.

At the County’s direction, **FE** evaluated three LMR upgrade alternatives that would address shortfalls of the existing system. These alternatives are described as follows:

**Alternative 1 – VHF Conventional Analog System, non-simulcast**

Consists of a new VHF conventional analog system providing improved coverage for the Admin, EMS, Fire and Law channels.

Radio users would continue to select the channel on their radio associated with the VHF repeater site that provides the best coverage for their location.

**Alternative 2A – VHF Conventional Analog System, Simulcast Fire and Law**

Comprises a new VHF analog conventional simulcast system providing improved coverage for the County Fire and Law channels. This simulcast system would transmit all radio traffic from Dispatch and field users on all repeaters simultaneously.

Simulcast system users would operate on the same channel on their radio regardless of where they are in the County thereby overcoming the operational difficulty associated with having to select the best channel based on location. Additionally, users would be able to hear radio transmissions from all sites. Users on the Admin and EMS channels, however, would use the same approach as described for Alternative 1 which does require selecting the best channel based on location.





## **Alternative 2B – VHF Conventional Digital System, Simulcast Fire and Law**

This alternative is based on a new VHF digital Association of Public Safety Officials (APCO) Project 25 (P25) conventional simulcast system that provides improved coverage for the County Fire and Law channels. The P25 system supports the use of federal standards-based digital encryption which is highly desired by public safety users in the County.

As with Alternative 2A, simulcast system users would operate on the same channel on their radio regardless of where they are in the County and users on the Admin and EMS would use the same approach as described for Alternative 1 by selecting the best channel for their location.

Each alternative includes all new equipment and additional sites to address the necessary radio coverage and site improvements to support the new LMR system. Each alternative also addresses issues and vulnerabilities identified in the existing system assessment and needs analysis phases by:

- Improving mobile and on-street portable radio coverage
- Installing a newly designed backhaul system, that overcomes terrain obstructions, to replace the existing VHF control links, using licensed 900 MHz radio and County fiber to provide reliable communications between Dispatch and the VHF repeater sites
- Installing transmitter combiners and receiver multicouplers at the VHF repeater sites to mitigate RF interference

Each alternative provides the same channel capacity and interoperability as the County's existing system. Table 1 compares other key attributes for the three LMR upgrade alternatives.





**Table 1 – Comparison of System Upgrade Alternatives**

	Alternative 1	Alternative 2A	Alternative 2B
System Operations	Uses the same technology/ approach as the existing VHF system, requiring radio users to select a channel on their radio corresponding to the repeater that provides the best coverage in their area. This requires extensive knowledge of the radio system by system users, to know the location of repeater sites and the coverage they provide.	Utilize simulcast technology for the Fire and Law channels, where all repeaters on a channel use the same frequency pair and all repeaters "key up" simultaneously to retransmit audio received from a radio user. This greatly simplifies user operation, requiring radio users to user only a single channel on their radios.	
Features	Same features as existing analog system.		P25 system allows for encrypted traffic.
Interoperability	The ability to interoperate with other agencies in the County would be the same as the existing system. Most users in the County operate on the VHF band, so the County departments program the other agencies channels in their radios and vice versa.		To interoperate with other agencies with analog systems, Sheriff and Fire would need to equip their subscriber units with those agencies analog channels, and switch to those channels to interoperate. The other agencies would not be able to operate on the Fire or Sheriff channels unless they had P25-compatible subscriber units.
Voice Quality	Radio coverage improvements and a new backhaul system will provide improved audio quality for these analog solutions.		In addition to radio coverage improvements and a new backhaul system to provide improved audio quality, the audio quality provided by a digital P25 system is typically better than an analog system.
Dispatch	Alternatives 1 and 2A would utilize existing dispatch consoles.		Alternative 2B would require new P25 consoles or the upgrade of the existing consoles to P25.
Subscriber Units	The cost estimate below includes the replacement of all subscriber radios. However, existing subscriber radios could be used on the new system until funding becomes available to replace them.		Would require subscriber radios to be replaced before operating on the new P25 Fire and Law channels.
Estimated LMR/Backhaul Cost	\$2,220,000	\$2,950,000	\$3,640,000
Estimated Dispatch Cost	\$0	\$0	\$650,000
Estimated Site Improvements Cost	\$3,680,000	\$4,000,000	\$4,000,000
Estimated Subscriber Units Cost	\$2,410,000	\$2,410,000	\$3,460,000
<b>Estimated Total Cost</b>	<b>\$8,310,000</b>	<b>\$9,360,000</b>	<b>\$11,750,000</b>





## Recommendation

The system recommended for Mono County is a fully functional system which meets the County's needs and industry standards. There are more sophisticated systems, such as a P25 digital trunked radio system, however, there was insufficient justification for what would be a considerable cost increase. Two of the main advantages of a trunked radio systems over the conventional system which was recommended are increased channel capacity/efficiency and improved interoperability. However, both channel capacity and interoperability are both adequately addressed with the County's existing conventional system and would continue to be so with the recommended upgrade alternative.

All three alternatives would be a significant improvement over the existing system, with improved radio coverage, audio quality and system reliability, and in addition to supporting the needs of the County, each alternative could also support the needs of the Mammoth Lakes Police and Fire departments. However, based on the existing system assessment, and needs and alternatives analyses, **FE** recommends that the County consider implementing Alternative 2B. **FE's** recommendation is based on the following factors:

- The simulcast solution in Alternative 2B for the Fire and Law channels would be much easier for Dispatch and radio users to operate on than Alternative 1. Simulcast would allow the use of a single channel countywide, whereas Alternative 1 would require users to change channels based on location (as with the existing system). Admin and EMS channel users would need to continue to change channels based on location with this alternative
- Alternative 2B would allow users to hear all radio traffic on the radio channel throughout the County, whereas Alternative 1 allows users to only hear those repeaters within range of their radio – the ability to hear the channel countywide is a critical feature requested by Law channel users
- By utilizing simulcast technology, Alternative 2B would eliminate the situation that occurs often on the existing system (and would also occur with Alternative 1) where a radio user “steps on” communications from another repeater because he/she is out of range of that repeater and cannot hear the radio traffic
- Alternative 2B is a modern, industry-standard P25 digital radio system with audio quality that is better than the analog solutions in Alternatives 1 and 2A
- Alternative 2B supports the use of encryption, which was an expressed need of the Sheriff, while the other two alternatives do not support it
- Alternative 2B can be implemented in phases as discussed below in Section 7, Next Steps, beginning with site development and upgrade work, new backhaul system installation and LMR system replacement





## Next Steps

There are several steps that the County can take to prepare and plan for the implementation of the recommended solution. After obtaining approval from the County Board of Supervisors for the recommended solution, the County could:

- Evaluate and improve upon the current governance structure for the operation and management of the system
- Identify funding sources for the new system
- Retain the services of a consultant to develop a Request for Proposals (RFP) for system procurement, installation and testing of the recommended solution
- Begin planning for new site development (i.e. approvals, commercial power installation/extensions, County fiber extensions, etc.)
- Begin to replace subscriber units with P25-compatible models

The estimated timeline for the procurement and implementation phases is approximately 36 to 60 months as follows:

- RFP Development – 4 to 6 months
- System Procurement – 4 to 6 months
- System Implementation – 28 months to 48 months
  - Detailed System Design – 3 to 6 months
  - Site Development/Improvements – 18 to 24 months
  - Installation/testing – 7 to 18 months

The RFP could be structured for a phased implementation based on the availability of funding, beginning with site development and upgrades, followed backhaul and LMR system installation. However, **FE** recommends a turnkey implementation with a single prime contractor to provide equipment and services for site development/upgrades and the backhaul and LMR systems. To accomplish this, the County could include a requirement in the RFP for a lease to own solution where the County would pay for the system over multiple years (typically 7 – 15 years) and would own it when the final payment is made.

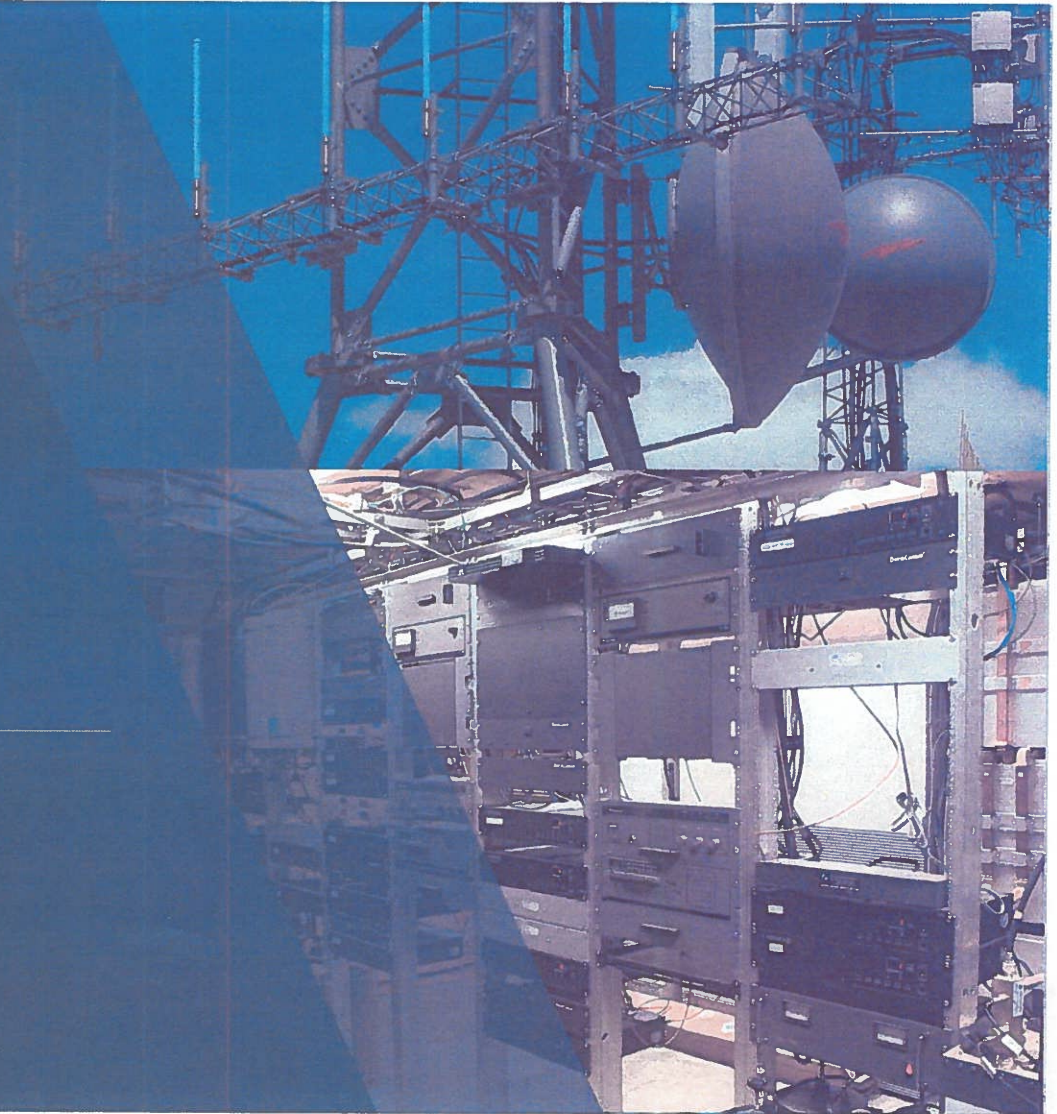




# NextGen Radio System

Debriefing the  
Federal Engineering  
Strategic Engineering Study

Fall 2019



# AGENDA

- **Radio & Communications Effort Overview**
  - Where We're At
  - Where We're Headed
- **Federal Engineering Report**
  - Background
  - Key Findings
- **Next Steps**

# GUIDING PRINCIPLES

- **Modern system built to meet industry standards**
- **Simple and easy to use**
- **Reliable and built to Public Safety Standards**
- **Leverages Digital 395 wherever possible**
- **Utilizes emerging communication technologies when possible**
- **Extensible**
- **Can be supported by agency personnel**

# STUDY PROCESS

## **1. In-Depth Conversations with IT Staff**

Goals, priorities, desired outcomes, limitations

## **2. Stakeholder Input**

Survey & Sit-Down Meetings

## **3. Site Visits**

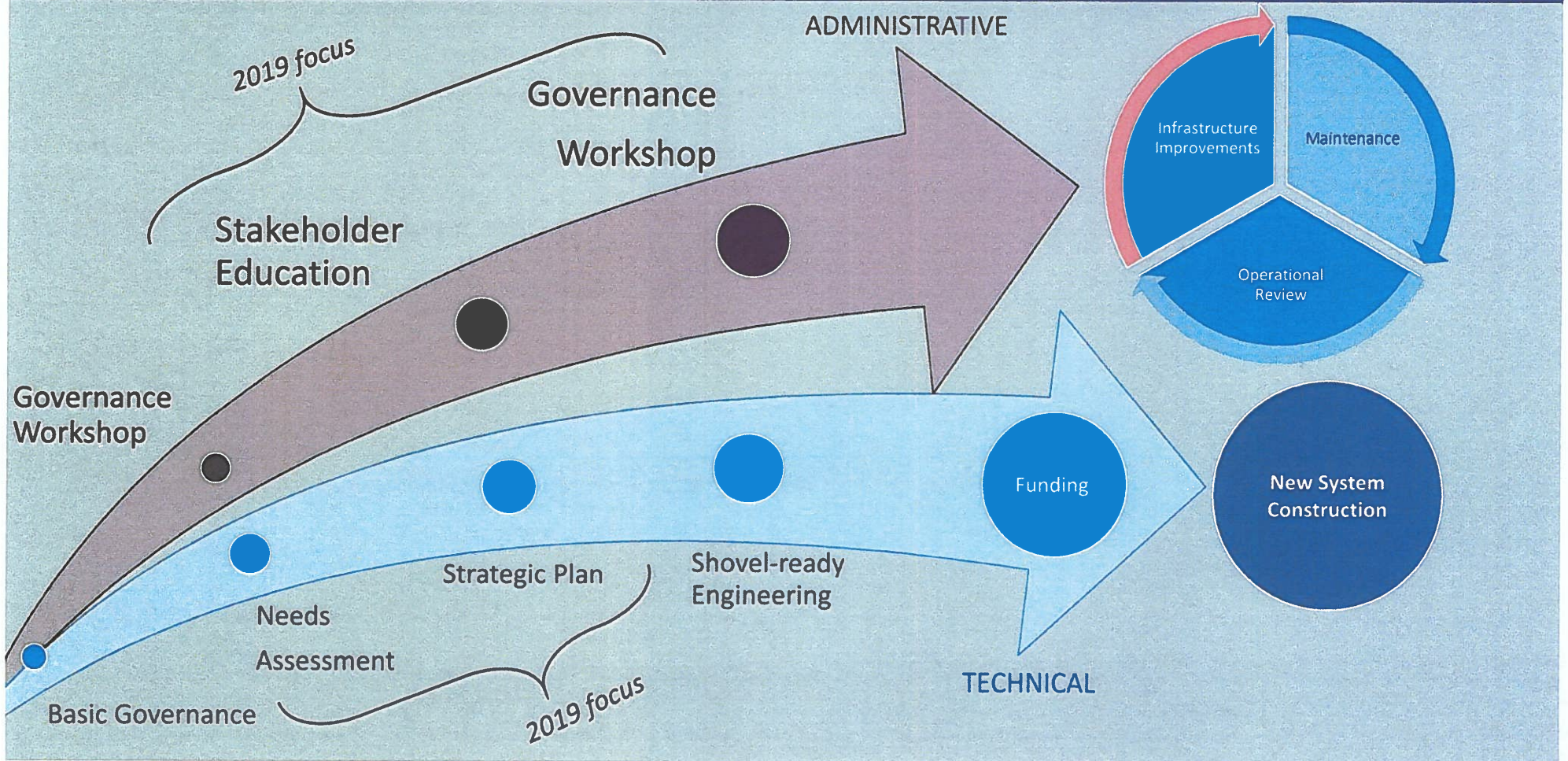
Dispatch, Conway Summit, Casa Diablo

## **4. Coverage Mapping & Analysis**

# FEDERAL ENGINEERING STUDY

- **County commissioned (~\$50k)**
- **Strategic Engineering for Next Generation radio system**
- **Vendor agnostic – Standards based**
- **Stakeholder need driven**
- **Provide ROM costing, roadmap, and timeframes**
- **Delivers three 'Alternatives' – really Phases**

# DUAL TRACK TRAJECTORY



# HOW WE GET THERE

## Two Parallel Tracks

Maintain, Incrementally Improve, Plan

Phase 2

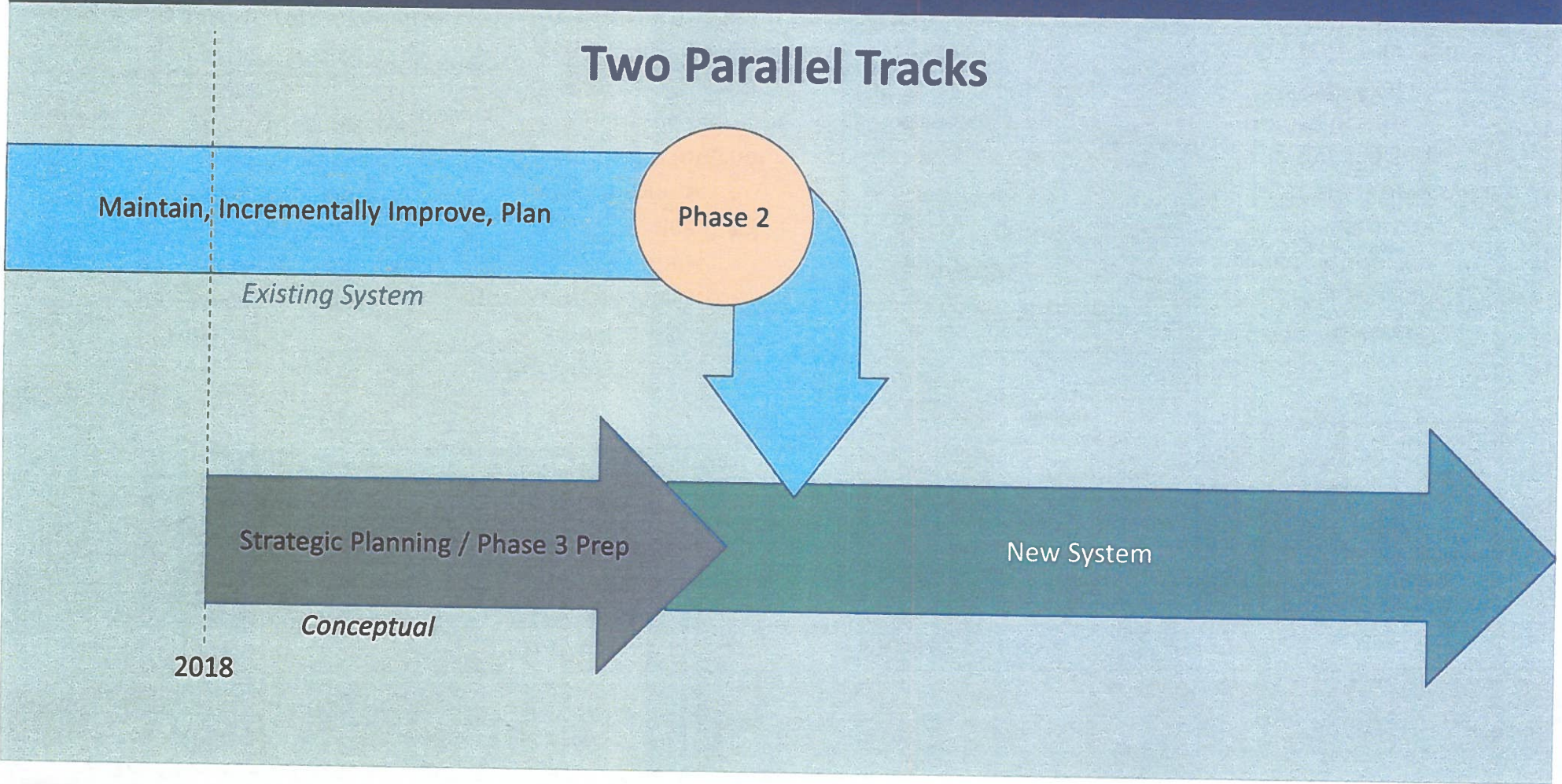
*Existing System*

Strategic Planning / Phase 3 Prep

New System

*Conceptual*

2018



# PHASED APPROACH

MCSD / Nielsen's Equipment	<b>PHASE 0</b>		<b>PHASE 1</b>		<b>PHASE 2</b>		<b>PHASE 3</b>	
	Main Focus Areas	1. <b>Technical</b> 2. <b>Operations</b>	Main Focus Areas	1. <b>Technical</b> 2. <b>Operations</b>	Main Focus Areas	1. <b>Policy</b> 2. <b>Funding</b> 3. <b>Governance</b>	Main Focus Areas	1. <b>Technical</b> 2. <b>Funding</b> 3. <b>Governance</b>
	Funding	~\$150k - Radio budget	Funding	~\$250k - Radio budget	Funding	~\$TBD - Radio Budget - Cost-Share	Funding	~\$TBD - Cost-Share
	Source(s)		Source(s)		Source(s)		Source(s)	
	Lead/Oversight	IT Director	Lead/Oversight	IT Director	Lead/Oversight	Interim Steering Committee	Lead/Oversight	Executive Committee
	<b>Priorities</b> <ul style="list-style-type: none"> <li>✓ Review existing contracts &amp; budgets</li> <li>✓ Issue RFP and select new radio vendor</li> <li>✓ Develop pragmatic work plan with short-term priorities</li> <li>✓ Perform basic high-priority work/repairs</li> <li>✓ Evaluate deficiencies</li> </ul>		<b>Priorities</b> <ul style="list-style-type: none"> <li>✓ Stabilize system – fix broken infrastructure</li> <li>✓ Programmatic Maintenance (PM) &amp; stock program</li> <li>✓ Determine internal budget management practices</li> <li>✓ Establishing governance for Mid-Term</li> <li>✓ Begin Strategic Planning</li> </ul>		<b>Priorities</b> <ul style="list-style-type: none"> <li>✓ Build internal capacity</li> <li><input type="checkbox"/> Establish interim <b>Governance &amp; multi-agency collaborative</b></li> <li><input type="checkbox"/> Streamline support</li> <li><input type="checkbox"/> Design new system</li> <li><input type="checkbox"/> Seek out grant funding</li> <li><input type="checkbox"/> Develop long-term Strategic Plan</li> <li><input type="checkbox"/> Incremental system upgrades</li> </ul>		<b>Priorities</b> <ul style="list-style-type: none"> <li>• Continue to grow internal capacity</li> <li>• Further improve support structures</li> <li>• Implement new system and replace subscriber infrastructure</li> <li>• Leverage Executive Committee for long-term funding and maintenance program</li> </ul>	
	2014 2015	2016 2016	2018 2018	2018 2018	2020 2020	2020 2020		

We  
are  
Here



# ALTERNATIVES (PHASES)

## PROS

- Improved system reliability & IP Backhaul
- Improved coverage & audio quality
- Sites meet Public Safety Standards
- Supportable by agency staff

- Simulcast & voting simplifies use and situational awareness
- Improved coverage (over Phase 1)
- Includes all Phase 1 benefits and builds off investments

- P25 Digital Voice Encryption
- Improved audio quality
- Includes all Phase 2A benefits and builds off investments

Existing System

**Phase 1**  
Upgraded VHF  
Analog System

**Phase 2A**  
Analog VHF  
Simulcast System

**Phase 2B**  
P25 Compliant  
Digital VHF System

Ongoing  
O & M

## CONS

- Requires channel selection
- No simulcast
- Not P25 capable (voice encryption)

- Analog system
- Not P25 capable (voice encryption)

- Need to purchase licensing for all subscribers to use P25
- Require upgrade or replacement of dispatch consoles

# COVERAGE & SITES

## COVERAGE COMPARISON ANALYSIS

Name	Existing	Alternative 1	Alternative 2A	Alternative 2B	Notes
Antelope Valley Fire	Yes	No	No	No	Superseded by Landfill
Benton	Yes	Yes	Yes	Yes	
Casa Diablo	Yes	Yes	Yes	Yes	
Conway Summit	Yes	Yes	No	No	Decomission in Phase 2
Dispatch - Bridgeport	Yes	Yes	Yes	Yes	
June Mountain	Yes	No	No	No	Swapped with June Garage
June Mountain - Garage	No	Yes	Yes	Yes	Implemented ASAP
Lee Vining	No	No	Yes	Yes	New site for simulcast
Leviathan Peak	Yes	No	No	No	Decommission
Long Valley	Yes	Yes	Yes	Yes	
Mammoth Mountain	No	Yes	Yes	Yes	Upgrade site for all channels
Mammoth Sub Hill	Yes	No	No	No	Decommission
Potato Peak	Yes	Yes	Yes	Yes	
Sweetwater Mountain	Yes	Yes	Yes	Yes	
Tioga Peak	Yes	No	No	No	Decommission
Walker Landfill	No	Yes	Yes	Yes	New site for improved coverage

# COST COMPARISONS

## Site Improvements

Infrastructure upgrades at repeater sites including towers, power systems, vaults, etc.

## Repeaters & Backhaul

Technology equipment located at repeater sites including repeaters, microwave links, antennas, etc.

## Subscriber Units

Radios and associated licensing in vehicles and on belts for use in talking across radio system

## Dispatch Equipment

Dispatch consoles and associated equipment needed to communicate across radio network

ITEM	ALTERNATIVE 1	ALTERNATIVE 2A	ALTERNATIVE 2B
Site Improvements	\$3,680,000	\$4,000,000	\$4,000,000
Repeaters & Backhaul	\$2,220,000	\$2,950,000	\$3,640,000
Subscriber Units	\$2,410,000	\$2,410,000	\$3,460,000
Dispatch Equipment	\$0	\$0	\$650,000*
<b>Total</b>	<b>\$8,310,000</b>	<b>\$9,360,000</b>	<b>\$11,750,000</b>
<b>Cost Increment</b>	<b>\$8,310,000</b>	<b>\$1,050,000</b>	<b>\$1,740,000</b>

\* All costs are estimates but based on qualified numbers, including local sales tax

# FINANCING

- Single vendor should be engaged for entire project aimed at Alternative 2B
- Look to cost-share with stakeholders
- Potential to pay incrementally (Lease to Own)
- Need to budget for current replacement and future life-cycle upgrades
- Variety of revenue raising options – each with pros & cons

## Type of Levy

**Special tax**

**General tax**

**Ad-valorem property tax**

**Assessment (also called benefit assessment or special assessment)**

**Property-related fee or charge**

**User fee**

**Regulatory fee**

**Fee for use of government property**

**Fine or penalty**

**Development fee**

# NEXT STEPS

- **Restart governance conversations**
- **Develop and execute on a funding plan**
- **Make modest investments into existing system**
  - e.g. Relocate June Mountain repeater
- **Retain Federal Engineering for RFP development**

# THANK YOU!

Questions/Comments/Feedback





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

**SPECIAL MEETING AGENDA REQUEST**

Print

<b>MEETING DATE</b>	March 15, 2022	<b>DEPARTMENT</b>	
<b>ADDITIONAL DEPARTMENTS</b>			
<b>TIME REQUIRED</b>	1.5 hours	<b>PERSONS APPEARING BEFORE THE BOARD</b>	Robert C. Lawton, CAO; Dan Holler, Town Manager
<b>SUBJECT</b>	Housing Programs Update		

**AGENDA DESCRIPTION:**

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

Housing Programs updates from the Town of Mammoth Lakes and Mono County.

**RECOMMENDED ACTION:**

Receive report. Provide any desired direction to staff.

**FISCAL IMPACT:**

None noted.

**CONTACT NAME:**

**PHONE/EMAIL:** /

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download
<input type="checkbox"/> <a href="#">Community Housing Action Plan Progress Report</a>
<input type="checkbox"/> <a href="#">Mono County Housing Programs Summary</a>

**History**

Time

Who

Approval

3/11/2022 5:32 PM	County Counsel	Yes
3/11/2022 5:31 PM	Finance	Yes
3/11/2022 5:34 PM	County Administrative Office	Yes





**COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT**

**P.O. Box 1609, Mammoth Lakes, CA 93546**

**Phone: (760) 965-3630 Fax: (760) 934-7493**

**www.townofmammothlakes.ca.gov**

**DATE: MARCH 15, 2022**

**RE: COMMUNITY HOUSING ACTION PLAN PROGRESS REPORT**

**FROM: NOLAN BOBROFF, SENIOR PLANNER / HOUSING COORDINATOR**

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The Town of Mammoth Lakes [Community Housing Action Plan \(CHAP\)](#) was accepted by the Town Council in December 2017 and is intended to provide a set of housing strategies that address a range of community housing needs both in the near term and over the long haul. The CHAP was developed through a collaborative process between Town staff, the community, and a 24-member Housing Working Group, and the final report was supported with funding from Mammoth Mountain Ski Area. The strategies identified in the CHAP are intended to meet the following objectives:

- Provide 200 to 300 community housing units within 5 years, through a combination of new development, redevelopment, housing programs, and policies;
- Target the full range of community housing needs currently not being met by the market, including rentals for households earning less than 80% AMI (about \$55,000/year) and ownership housing for households earning up to 200% AMI (about \$140,000/year);
- Produce community housing at a rate faster than job growth in the near term to help address the current housing shortage, unfilled jobs, and provide opportunities for in-commuters who want to move to town; and
- Retain a strong base of residents and employees living in town.

In addition to the CHAP, an updated Housing Needs Assessment (HNA) was completed in 2017 which showed that about 600 new housing units were needed over the ensuing five-year period to address the current housing shortfall for residents and the workforce and to keep up with job growth over the five-year period. Of those 600 housing units, the HNA specified that about 340 of those units should be priced below-market to meet the full range of the community housing needs (i.e., home ownership units priced below \$400,000 and rentals priced below \$1,400/month for the average 2.5-person household). The following is a summary of CHAP strategies and status of work completed, in process, or not yet initiated. Based on work done and in process, staff is not recommending updating the CHAP, but to continue to review work programs that are informed by the CHAP and other actions being undertaken to address housing needs. The broad goals noted above continue to set a viable target for housing development over the next few years.

The Town continues to allocate funds to a range of programs under the Housing Now! Initiative. Programs are discussed in more detail below, but include a multi-action approach including Phase 1 (81 units) and 2 (147 units) of the Parcel, the Bridge Program (i.e., the purchase of market units for re-sale to middle income households), small-project development (i.e., 60 Joaquin 4-unit project), and the provision of funding for various housing projects (i.e., MLH's 11-unit Access Apartments project and MLH's 15-unit Homekey project). Additional elements of the **Housing Now! Initiative** includes the continued support for the Chamber of Commerce's tenant matching program for vetted employees with available housing, the incentivization of ADUs, zoning code updates to remove barriers to development (i.e., Town density bonus program), and approval of private sector projects with potential partnerships.

The following table summarizes the progress made on the near-term and mid-term housing strategies identified in the CHAP.

<b>Foundational Structure</b>	
Plan Governance	<ul style="list-style-type: none"> <li>• <i>Council Acceptance</i>: Completed in December 2018.</li> <li>• <i>Capacity</i>: The Town hired a Housing Coordinator in October 2019.</li> <li>• <i>Contract Between Town and MLH</i>: The Town and Mammoth Lakes Housing (MLH) entered an initial 3-year contract for the period of July 2018 – June 2021. A new 1-year contract for the period of July 2021 – June 2022 was recently approved.</li> <li>• <i>MLH Board Representation</i>: 3 new board members were added in 2018/19</li> <li>• <i>Updates and Adaptation</i>: Ongoing process to respond to needs and opportunities</li> </ul>
Capacity	<ul style="list-style-type: none"> <li>• <i>MLH</i>: Expanded capacity by creating a Latino Advocacy position and by securing a CCRH grant to host an intern in FY(s) 2020/21 and 2021/22.</li> <li>• <i>Chamber of Commerce</i>: Created a Housing Coordinator position.</li> </ul>
Program Management	<ul style="list-style-type: none"> <li>• <i>Deed Restrictions and Housing Guidelines</i>: <ul style="list-style-type: none"> <li>○ Deed restrictions are updated as opportunities arise (typically when a property is sold).</li> <li>○ An employee-only deed restriction was included as an option in the Town Density Bonus program.</li> <li>○ Guidelines are typically amended at program adoption. Additional research on length of employment standards needs to be done.</li> </ul> </li> <li>• <i>Unit Management / Housekeeping</i>: <ul style="list-style-type: none"> <li>○ TOML to establish status of TOML monitored deed-restricted units by mid-2022. The Town sent out monitoring letters in December 2021 and responses have been trickling in.</li> </ul> </li> <li>• <i>Housing Inventory GIS Database</i> (Previously presented to Council): Database has the following data inputted: <ul style="list-style-type: none"> <li>○ Existing deed restricted unit locations (MLH and TOML) <sup>1</sup></li> </ul> </li> </ul>

<sup>1</sup> Additional data specific to each deed restriction needs to be added to the database (e.g., AMI level, term, compliance status)

	<ul style="list-style-type: none"> <li>○ TOT certificate locations <sup>2</sup></li> <li>○ Apartment unit locations</li> <li>○ Parcel data</li> <li>○ Map to be updated on an ongoing basis with additional GIS data</li> </ul>												
<b>Financing</b> Town allocated funds for the <b>Housing Now! Initiative</b> <ul style="list-style-type: none"> <li>• \$1.5M Access Apartments project</li> <li>• \$1.2M Parcel Phase 1</li> <li>• \$1.0M Homekey Grant Match</li> <li>• \$3.2M 60 Joaquin Project</li> <li>• \$0.5M Private/Public Partnership Project(s)</li> <li>• \$1.4M Missing-Middle Bridge Program</li> <li>• \$0.7M <i>Future</i> Land Purchase</li> <li>• \$1.0M Parcel Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Expanded Federal/State Grant/Loan Outreach</i>: Ongoing</li> <li>• <i>TOT/Town Revenue Dedication to <b>Housing Now!</b> Initiative</i>: Over \$10.5M allocated in FY21/22 and FY22/23</li> <li>• <i>Town Created Housing Now! Program</i></li> <li>• <i>Shared Community Resources</i>: TBD</li> <li>• <i>Private Donations/Grants Collection</i>: TBD (MLH collecting funds for Access Apartments)</li> <li>• <i>Development and License Fees</i>: DIF and Housing Fee Nexus Study update to be completed in 2022</li> </ul>												
Public Outreach/Education	<ul style="list-style-type: none"> <li>• <i>Report on Successes</i>: Information on various actions and programs is shared publicly as actions are programmed and implemented.</li> </ul>												
<b>Near-Term Work Program Items (Completed by end of 2022)</b> <ul style="list-style-type: none"> <li>• Input additional data on existing deed restrictions and TOT certificates into GIS database.</li> <li>• Provide summary of the status of TOML monitored deed-restricted units.</li> <li>• Establish a schedule for Town Council status updates on the CHAP. (Updates provided)</li> <li>• Create an annual community survey process to provide information on community housing needs (Survey being developed)</li> </ul>													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #004a7c; color: white;"> <th style="width: 45%;">Housing Strategy</th> <th style="width: 25%;">Strategy Type</th> <th style="width: 30%;">Status</th> </tr> </thead> <tbody> <tr style="background-color: #fce4d6;"> <td colspan="3"><b>Near-Term Strategies (Timing Goal Identified in CHAP: In place by the end of 2020 – timelines extended due to COVID and Other Work)</b></td> </tr> <tr style="background-color: #cfe2f3;"> <td>Land Acquisition: Acquire Shady Rest (referred to hereinafter as 'The Parcel')</td> <td>Public/Private Partnership</td> <td>Completed in 2018</td> </tr> <tr style="background-color: #cfe2f3;"> <td colspan="3"> <ul style="list-style-type: none"> <li>• The Town purchased the Parcel in 2018 and subsequently began extensive public outreach to gain input from the community on the</li> </ul> </td> </tr> </tbody> </table>		Housing Strategy	Strategy Type	Status	<b>Near-Term Strategies (Timing Goal Identified in CHAP: In place by the end of 2020 – timelines extended due to COVID and Other Work)</b>			Land Acquisition: Acquire Shady Rest (referred to hereinafter as 'The Parcel')	Public/Private Partnership	Completed in 2018	<ul style="list-style-type: none"> <li>• The Town purchased the Parcel in 2018 and subsequently began extensive public outreach to gain input from the community on the</li> </ul>		
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<sup>2</sup> The TOT Certificate locations database identifies all properties that have been issued a TOT Certificate since the inception of the TOT certificate program beginning when the Town incorporated in 1984 and is not indicative of how frequently a unit is rented. Determining how often a unit is rented would require additional data from the TOT unit operators and there is currently no plan in place to being collecting that data.

future affordable housing project. Master Plan completed and implemented with Phase 1 to open in 2023.

Dedicated Local Tax	Funding	Postponed – COVID-19
<ul style="list-style-type: none"> <li>A TOT tax increase dedicated to housing was being considered for the 2020 General Election ballot, but due to the COVID-19 pandemic, the ballot measure was postponed.</li> <li>Current Council direction is to not pursue a tax increase and instead continue to commit excess TOT revenue to housing. Ongoing TOT revenue committed to housing is in excess of what a dedicated 1% TOT rate would generate.</li> </ul>		
Homebuyer Assistance	Programs	In-Place; Ongoing
<ul style="list-style-type: none"> <li>The Town and MLH implemented the Bridge Program under the overall “Housing Now!” Action Plan to increase the number of affordable units within the Town through the acquisition of market-rate units that are then resold at a reduced affordable price (focus is on missing-middle income households). Since Nov 2021, five units have been acquired. Of those, one unit is in escrow and three of the units have potential buyers that are working on getting financing. The Town closed escrow on the fifth unit recently.</li> <li>Funding for a moderate-income homebuyer assistance program was allocated by the Town Council in March 2019; however, the funding was reallocated to the Bridge Program, which is providing housing for households with incomes up to 120% of AMI.</li> </ul>		
Accessory Dwellings (Promote)	Incentives	In-Place; Ongoing
<ul style="list-style-type: none"> <li>The Town ADU regulations were amended in 2019 in response to State law amendments and were subsequently amended in 2021 clarify the ADU regulations and improve the usability for the public and staff of the regulations</li> <li>The Town is working with Mono County to implement prescriptive designs for Accessory Dwelling Units. Program to be in place 2022.</li> <li>ADU incentives program to be developed (e.g., financial incentives in exchange for deed-restriction, fee waivers/reductions, pre-approved ADU plans, development standard adjustments)</li> </ul>		
STR to LTR Incentive: Roommate Match	Short-Term Rental Programs	In-Place; Ongoing
<ul style="list-style-type: none"> <li>Chamber of Commerce program established in 2019 to match renters with rental owners / homeowners</li> <li>56 successful matches have occurred as of December 2020; Program slowed pending the hiring of a new employee. The Chamber continues to maintain a list of qualified workers looking for housing, but there is a very limited supply of housing options in which to place workers.</li> </ul>		
Federal and State Grants/Loans	Funding	In-Place; Ongoing
<ul style="list-style-type: none"> <li>The Town continues to review notices of funding availability (NOFAs) for new grants and submit applications for applicable grants. Submittal of a HOME grant application for up to \$1M was approved by Council on March 2, 2022 for homebuyer assistance.</li> <li>Since acceptance of the CHAP, the Town has been awarded the following housing related grants: 2017 CDBG award for homebuyer assistance and housing rehabilitation (\$700K); SB-2 Planning Grant for conceptual land use planning at the Parcel (\$160K); LEAP Planning Grant for Master Plan work related to the Parcel (\$65K); IIG Grant for infrastructure needs at the Parcel (\$20.6M); and CARES Act Funds to respond to the COVID-19 emergency (\$317K) and the Town has applied for a 2020 CDBG Grant for MLH’s 238 Sierra Manor Road project (\$3.2M), but no award notification has been received. The Town was not successful on our 2021 CDBG Grant for homebuyer assistance (\$500K). <b>Total of \$25.5M awarded, or applied for, since 2017. Recently awarded \$38.6M for Phase 1 of the</b></li> </ul>		

<b>parcel, construction.</b>		
Land Acquisition: MMSA Lodestar (Other)	Public/Private Partnership	Discussions Ongoing
<ul style="list-style-type: none"> <li>The Town and MMSA have had preliminary discussions regarding the property located at 1620 Lodestar Drive (“Lodestar Site”) with the existing abandoned foundation. MMSA still reviewing options for development of the site and the development of a 1-acre site on Arrowhead Drive. Town is considering other sites to purchase.</li> </ul>		
Zoning for Affordability	Incentives	In-Place; Ongoing
<ul style="list-style-type: none"> <li>Town staff continues to review the zoning code and identify potential amendments that will increase and diversify the supply of housing choices.</li> <li>The Town adopted an update to the Town Density Bonus Program in 2020 to provide greater flexibility in usage of the program and to encourage the provision of deed-restricted units by offering additional density and other development standard incentives. To date, three projects have been entitled using the Town density bonus program.<sup>3</sup> Joaquin project will also use the program.</li> </ul>		
STR to LTR Incentive: Amnesty Program	Short-Term Rental Programs	Not Yet Started
<ul style="list-style-type: none"> <li>Amnesty program is intended to incentivize conversion of illegal short-term rentals to long-term rental use.</li> <li>Additional research needs to be done on the effectiveness of this strategy.</li> </ul>		
Land Acquisition: Shady Rest Design (Parcel)	Public/Private Partnership	In-Place; Ongoing
<ul style="list-style-type: none"> <li>The Parcel conceptual land use plan was accepted by the Town Council in December 2019 and the Final Master Plan for the Parcel was adopted by the Town Council in January 2021.</li> <li>Phase 1 of the Parcel was approved in February 2021 for 80 low-income apartment units plus one manager’s unit.</li> <li>Construction of Phase 1 began in fall 2021 and occupancy to occur in spring of 2023. Project is fully funded.</li> <li>The Design Review permit for Phase 2 was submitted in early 2022 for 147 units.</li> <li>The design of future phases of the Parcel are being discussed and planned for by Town staff and the Parcel developer</li> </ul>		
Housing Mitigation Ordinance	Development Requirements	Ongoing
<ul style="list-style-type: none"> <li>In 2019, the Town Council increased the Town’s Housing Fees within the parameters of the 2015 Housing Ordinance.</li> <li>In August 2021, the Town Council directed staff to bring back an increase to the Town’s Housing Fees based on CPI, which was approved.</li> <li>A comprehensive update to the Housing Fee Nexus Study began in 2021 and will be used to inform and establish future housing fee rates. Update to be completed in 2022.</li> </ul>		
Inclusionary Zoning	Development Requirements	Not Yet Started
<ul style="list-style-type: none"> <li>The Town previously had an Inclusionary Zoning policy, but it was superseded by the current Housing Mitigation Policy that allows developers to choose their mitigation from a variety of mitigation options. (Note – Approved Sierra Nevada Resort (Coldwater Specific Plan) Phased project will provide 8 units/rooms of on-site housing. Town negotiating the use of 4 rooms for summer 2022 part-time</li> </ul>		

<sup>3</sup> Approved Town Density Bonus projects includes the Chaparral Townhomes project (6-unit PUD), a 6-unit project on Manzanita, and the Parcel (450 units).

staff.

- Additional research needs to be done on the effectiveness of this strategy.

**Near-Term Work Program Items (Completed or Construction Began by Mid-2022)**

**GOAL of 102 Units**

- Increase the number of deed-restricted units with a goal of acquiring (6) existing market-rate units. Deed restrictions to range from 120% AMI to Workforce Only (no income restriction). *(CHAP Objective 2)* **(5) Units acquired as of March 2022. Town will continue to purchase units as appropriate units are identified.**
- Design and begin construction on a four-unit planned unit development (PUD) project located on town-owned property. Deed restrictions to range from 120% AMI to Workforce Only. *(CHAP Objectives 1 & 2)* **RFP has been sent to two pre-qualified design-build entities; Proposals are due mid-March**
- Coordinate, as needed, with the Parcel developer (Pacific Companies) to ensure Phase 1 of the Parcel remains on schedule. 80 units deed-restricted to low-income and below AMI levels; (1) manager’s unit. *(CHAP Objectives 1 & 2)* **81 units under construction**
- Establish a public/private partnership with the goal of developing (6) deed-restricted units. *(CHAP Objective 2)* **Ongoing discussions with developers with two 6-unit project entitlements approved.**
- Assist a minimum of (3) income-eligible homebuyers with down-payment assistance utilizing grant funds **(1) Begin ReUse loan application in process. Grant application to be submitted for up to \$1M for down-payment program.**
- Establish a formal ADU incentive policy including use of prescriptive designs. Set a goal of (10) ADU permits intended for long-term rental use. **(3) ADU permits have been issued since January 2021; however, there is no requirement that they be used for long-term rental use.**
- If successful in the Homekey grant application, coordinate, as needed, with MLH to ensure the successful completion of the proposed hotel conversion project. (15) units deed-restricted to low-income. *(CHAP Objectives 1 & 2)* **Expect to hear from the State mid-March on the application**
- MLH continues to fund raise and are awaiting notification on grant funds for 11-unit low-income Access Apartments project.

**Mid-Term Strategies (Timing Goal Identified in CHAP: In place between 2020 - 2025)**

Land Acquisition: USFS within Town	Public/Private Partnership	Discussions Ongoing
<ul style="list-style-type: none"> <li>• Establish a process and coordinate with the USFS on the conversion of vacant USFS land to land available for housing development. Preliminary discussions with the USFS have begun and will continue in 2022/2023 to determine a course of action to use administrative site in Mammoth Lakes for housing</li> </ul>		
Land Acquisition: Shady Rest Entitlement/Finance	Public/Private Partnership	In-Place; Ongoing
<ul style="list-style-type: none"> <li>• Phase 1 of the Parcel was entitled in February 2021 and the Parcel developer and Town is waiting for final agreement for awarded funding of \$38.6M in State funds for the project. Additional phases will require additional entitlements and funding sources. Phase 2 plans were submitted for review. Town has committed \$1M of an estimated \$5.1M need for Phase 2 outside of federal/state funding.</li> </ul>		

Accessory Dwellings (Pre-Approved Units)	Incentives	Partnership with Mono County
<ul style="list-style-type: none"> <li>Mono County is utilizing their allocation of Senate Bill 2 (SB-2) funds to develop pre-approved ADU plans, of which a minimum of one design will meet Town snow and seismic requirements. Mono County has indicated that the pre-approved plans will be shared with the Town once they are finalized, anticipated by mid 2022.</li> </ul>		
<b>Town Council direction will be needed to prioritize the following mid-term action strategies:</b>		
Enhanced Infrastructure Financing District (EIFD)	Funding	Not Yet Started
<ul style="list-style-type: none"> <li>Establishment of a financing program to allocate new property and/or sales tax in defined districts that will be generated by the future development of the land. The concept is to have partners to implement an EIFD district (or similar mechanism) using growth in property tax increment.</li> </ul>		
Linkage License Fee for Short-Term Rentals	Short-Term Rental Programs	Not Yet Started
<ul style="list-style-type: none"> <li>Establishment of a fee directly linked to the need for housing generated by short-term rentals. The fee would help mitigate two impact areas: (1) Reducing the supply of housing available to residents; and (2) creating demand for housing by creating jobs. Not currently being worked on.</li> </ul>		
Public Land for Development – Tier 1 Sites	Public/Private Partnership	Not Yet Started
<ul style="list-style-type: none"> <li>The CHAP identifies Tier 1 sites as the Town Park N’ Ride site and the Mammoth Lakes Fire District site on Dorrance. No formal design work has begun on either site. Neither site is currently being pursued for housing. Town has purchased a separate site for a four-unit housing project and are considering other sites to purchase.</li> </ul>		
Employer-Assisted Housing: Property Management Support	Public/Private Partnership	Not Yet Started
<ul style="list-style-type: none"> <li>Program to support employers that provide, or desire to provide, housing by providing management services of the rental units. Additional analysis needs to be done to determine the effectiveness and structure of such a program.</li> </ul>		
Amnesty for Unpermitted Units	Development Requirements	Not Yet Started
<ul style="list-style-type: none"> <li>Program to incentivize the conversion of illegally created units to legal units thereby increasing the stock of legal rental housing. Additional analysis needs to be done to determine the effectiveness of such a program.</li> </ul>		
Loan Program for Long-Term Rental Landlords	Programs	Not Yet Started
<ul style="list-style-type: none"> <li>Establishment of a program to provide low or no interest loans to landlords to complete health and safety repairs in exchange for an agreement to rent the unit long-term.</li> </ul>		
Inspection/Licensing for Long-Term Rentals	Development Requirements	Not Yet Started
<ul style="list-style-type: none"> <li>Establishment of a long-term rental inspection program to ensure basic health and safety standards are being adhered to in long-term rentals.</li> </ul>		



Short-Term Rental to Long-Term Rental Incentive: Property Management	Short-Term Rental Programs	Not Yet Started
<ul style="list-style-type: none"> <li>Program to provide rent guarantees and property management in exchange for renting units long-term that were previously vacant or rented on a short-term basis. Various related programs implemented by other communities are being reviewed.</li> </ul>		
Private Donations/Grants	Funding	Not Yet Started
<ul style="list-style-type: none"> <li>Encouragement of tax-deductible contributions to MLH, a non-profit organization, to assist in purchasing and/or developing housing. Current fund raising focused on Access Apartments project.</li> </ul>		
Fee Waivers/Substitutions	Incentives	Not Yet Started
<ul style="list-style-type: none"> <li>Establishment of a policy to consider fee waivers for affordable housing projects.</li> </ul>		
Fast Track Processing	Incentives	Not Yet Started
<ul style="list-style-type: none"> <li>Prioritization of development applications that include affordable housing.</li> </ul>		
Housing Rehabilitation	Incentives	Not Yet Started
<ul style="list-style-type: none"> <li>Program to encourage repairs, updates, and energy efficiency improvements in existing homes.</li> </ul>		
Preserve Mobile Home Park Affordability	Programs	Not Yet Started
<ul style="list-style-type: none"> <li>Encourage the preservation of long-term mobile home affordability, quality, and stability for residents.</li> </ul>		
<p><b>Mid-Term Work Program Items (In-Place by Mid-2025)</b></p> <p><b>Goal of 97 – 177 Units</b></p> <ul style="list-style-type: none"> <li>Establish a public/private partnership with the goal of developing (6) deed-restricted units. (<i>CHAP Objective 2</i>)</li> <li>Coordinate, as needed, with the Parcel developer to ensure Phase 2 remain on schedule. (<i>CHAP Objectives 1 &amp; 2</i>) <b>Design review permit for Phase 2 submitted in February 2022 for 147 units.</b></li> <li>Coordinate, as needed, with MLH to ensure the successful completion of their Access Apartments (238 Sierra Manor Road) project. (11) units deed-restricted to low-income. (<i>CHAP Objectives 1 &amp; 2</i>)</li> <li>Work with MLH on Homekey project if successful for State funding estimated to create 15 low-income deed restricted units.</li> </ul>		
<p><b>Long-Term Work Program Items (In-Place by Mid-2030)</b></p> <p><b>Goal of 269 Units</b></p> <ul style="list-style-type: none"> <li>Phase 3 of the Parcel – 89 Units (<i>CHAP Objectives 1 &amp; 2</i>)</li> <li>Phase 4 of the Parcel – 85 Units (<i>CHAP Objectives 1 &amp; 2</i>)</li> <li>Phase 5 of the Parcel – 80 Units (<i>CHAP Objectives 1 &amp; 2</i>)</li> <li>Other Programs – 15 Units</li> </ul>		
<p><b>TOTAL Housing Unit Goal Through 2030: 468 – 558 Deed Restricted Units</b></p>		

Completed Programs				
Source	Description	Status	Board Priority (2018) / Timeframe	Policy Discussion Item
Housing Element 1.1	Update opportunity site database and identify sites within or adjacent to existing communities suitable for development targeted at addressing housing needs in the County.	<b>Completed</b> as part of the 2019-2027 Housing Element.	High	
Housing Element 1.2	Adopt at least one regulatory change that improves housing production potential.	<b>Completed.</b> Updates to Chapter 16, Accessory Dwelling Units reduce restrictions on ADUs.	High	
Housing Element 1.3	Reduce barriers to tiny home construction and new housing types. Create a definition for tiny homes consistent with California Building Code and evaluate land use designations and sites appropriate for tiny home development. Redesignate at least one parcel to be eligible for tiny home development under current standards.	<b>Completed.</b> Tiny homes on a foundation are permissible under an appendix in the California Building Code, which Mono County has adopted. The California Building Code has not created a separate definition for tiny homes on a chassis. See "Short Range" section.	High	X
Housing Element 2.3	Reinstate the Housing Mitigation Ordinance.	<b>Completed.</b> The Housing Mitigation Ordinance was reinstated effective February 2020.	Moderate	
Housing Element 2.11	Allow manufactured homes and accessory dwelling units (ADUs) in the same manner and land use designations as stick-built single family homes, and allow accessory dwelling units (ADUs), regardless of zoning and development standards, in any zone with an existing single-family home, consistent with state law (Government Code §65852.3).	<b>Completed.</b> Updates to Chapter 16, Accessory Dwelling Units were approved through GPA 21-01 to be consistent with state law. Manufactured homes and ADUs are permissible in all land use designations as stick-built single-family homes.	High	
Housing Element 3.5	Identify incentives for property owners to convert short-term rentals into long-term rentals, invite all short-term rental property owners to participate, and convert at least one unit.	<b>Completed.</b> Adopted incentives include an exemption from Housing Mitigation Ordinance (HMO) fees and, if relinquishing a Short-Term Rental Activity Permit, no longer applying for a renewal on an annual basis. One approved short-term rental has not renewed its annual permit, eliminating one short-term rental use. In addition, two single-family homes have elected to eliminate short-term rental eligibility in perpetuity to claim an exemption from HMO fees. While permit renewals are regulatory in nature and could be considered a "stick," the second (HMO fee exemption) is clearly an incentive. The County has no regulatory means to ensure the units are being rented long-term; other occupancy options are for the units to house occasional/seasonal second homeowners or year-round primary owners, or remain vacant.	Moderate	
Housing Element 4.2	Disseminate and maintain fair housing information and education materials throughout the county and ensure public awareness of fair housing laws and processes. Refer persons with complaints of housing discrimination to appropriate online resources including information/links hosted on the Housing Authority website. Continue to make accommodations for persons with disabilities through the permitting process.	<b>Completed.</b> Information provided on website and appropriate accommodations are made.	Not identified in prioritization matrix (State requirement)	

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Housing Element 4.3	Monitor the need for permanent emergency shelters beyond the County's community centers and make emergency shelters an outright permitted use in Public Facility (PF) land use designations, as consistent with state law.	<b>Completed.</b> Emergency shelters were made an outright permitted use in PF in conjunction with the adoption of the Housing Element in 2019.	Not identified in prioritization matrix (State requirement)	
Housing Element 4.4	Ensure the Multi-Jurisdictional Hazard Mitigation Plan remains up to date.	<b>Completed.</b> Next required update is 2024.	Not identified in prioritization matrix (State requirement)	
Housing Element 4.5	Provide at least one short-term housing unit for homeless persons and monitor the need to increase services for homeless persons, including short-term housing for victims of domestic violence.	<b>Completed.</b> The Birch Creek condo was sold to IMACA to create the first transitional housing unit located in Mono County. The Social Services and Behavioral Health departments continue to collaborate on programs to support homeless persons, victims of domestic violence, and other transitional housing needs.	Not identified in prioritization matrix	
Housing Element 4.6	Allow transitional and supportive housing as a residential use of property, subject only to those restrictions that apply to other residential dwellings of the same type in the same zone, consistent with state law (Government Code §65583(a)(4)(A)).	<b>Completed.</b> Adopted in conjunction with the Housing Element in 2019.	Not identified in prioritization matrix	
Housing Element 2.1	Pursue partnerships with other agencies in the County, such as the Town of Mammoth Lakes, federal, state, and local agencies to identify opportunities to increase housing stock.	<b>Completed.</b> The County sold the property at 71 Davison Road in Mammoth Lakes in October of 2019 to an affordable housing developer who purchased the property subject to deed restrictions for affordability requiring the creation of 5 units. The project was a joint effort with the Town and Mammoth Lakes Housing. The County maintains funding in the Revolving Loan Fund and First-Time Homebuyer Assistance Fund. The Birch Creek Condo was sold to IMACA for use as transitional housing. See "Ongoing" section.	High	
Housing Element 3.1	Support programs that may improve housing stock quality. Continue outreach through the County website and information counters that provide information to community members about weatherization and energy efficiency strategies and funding/waivers. Pursue at least one rehabilitation grant. Update housing stock survey at least once per housing cycle.	<b>Completed.</b> Mono County currently has a Homebuyer Assistance program administered by Mammoth Lakes Housing funded by the State HOME program. See "Ongoing" section.	High	
<b>Short Range Programs (2021-2023)</b>				
<b>Source</b>	<b>Description</b>	<b>Status</b>	<b>Board Priority (2018) / Timeframe</b>	<b>Policy Discussion Item</b>
Housing Element 1.4	Identify future opportunities for CEQA streamlining, including using exemptions when possible.	<b>In progress:</b> CDD has hired a consultant to complete a Greenhouse Gas Emissions checklist and Vehicle Miles Travelled (VMT) model, which will help streamline CEQA for housing projects.	High / Spring 2022	

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Housing Element 1.5	Identify sites within or adjacent to existing communities where infrastructure limits development potential. Participate in the preparation of at least two grant applications by invitation of the infrastructure entities and assist those entities with understanding environmental regulations.	<b>In progress:</b> CDD has been awarded \$250k through the CDBG grant to create a needs assessment for special districts in order to identify areas within or adjacent to existing communities where development is limited by infrastructure. CDD is currently in the process of contracting with a consultant.	Moderate / Spring 2024	
Housing Element 2.2	Review current use and long-term needs of County-owned parcels and evaluate for disposition or development for potential housing sites.	<b>In progress:</b> Inventory of County-owned parcels is in progress. Report was presented to the Board on 9/7/21. CAO's office is considering next steps based on Board input.	Moderate / TBD	
Housing Element 2.12	Allow single room occupancy dwellings in all land use designations that allow for hotels, condominiums, and similar uses, consistent with California Building Code.	<b>In progress:</b> Staff will incorporate into the next annual General Plan update.	Not identified in prioritization matrix (State requirement) / Sept. 2022	
Housing Element 4.9	Adopt a reasonable accommodation procedure that provides persons with disabilities exception in land use and zoning laws. The process will not require a CUP or variance and will not be limited to accessibility improvements. The process and procedures will be posted on the County's website and materials made available at all public counters.	<b>In progress:</b> The Building Division has procedures in place; staff needs to review procedures for the entire department and ensure availability and compatibility.	Not identified in prioritization matrix (State requirement) / Spring 2022	
Housing Element 1.2	Adopt at least one regulatory change that improves housing production potential.	<b>Policy Discussion</b> to permit one tiny home/RV on certain land use designations in support of a business onsite and reduce design requirements for factory-built/manufactured homes is being initiated.	High	X
Housing Element 2.5	Identify zoning requirements for which more flexible approaches could incentivize more on-site affordable units.	<b>Policy Discussion</b> to allow one tiny home on a chassis and RVs on additional land use designations is being initiated.	Moderate	X
Housing Element 1.3	Reduce barriers to tiny home construction and new housing types. Create a definition for tiny homes consistent with California Building Code and evaluate land use designations and sites appropriate for tiny home development. Redesignate at least one parcel to be eligible for tiny home development under current standards.	<b>Policy Discussion</b> to permit one tiny home/RV on certain land use designations in support of a business onsite and reduce design requirements for factory-built/manufactured homes is being initiated.	High	X
Housing Element 3.2	Bolster the County's Revolving Loan Fund for the purchase and deed restriction of at least one unit.	<b>Resources Needed.</b> No contributions have been made to the Revolving Loan Fund since 2015. Funding has not been available. This program could be incorporated into the discussion of long-range funding expected by June 2022.	High	
<b>Long Range Programs (2023 and beyond)</b>				
<b>Source</b>	<b>Description</b>	<b>Status</b>	<b>Board Priority (2018) / Timeframe</b>	<b>Policy Discussion Item</b>
Housing Element 1.10	Establish and adopt minimum allowable densities or increased densities in appropriate community areas or specific plans.	<b>Policy Discussions:</b> 1) The question of minimum allowable densities on multi-family residential land use designations was raised through the 2021 Grand Jury report, and the Board responded that an initial policy discussion would be held by the end of March 2022. 2) A discussion of adding housing as a permitted use in the Specific Plan Land Use Designation is being initiated. 3) Discuss allowing duplexes outright on single-family residential parcels.	Not identified in prioritization matrix / 1) March 2022, 2) TBD	X

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Housing Element 1.7	Determine viability, feasibility, and value of creating a housing land trust in order to facilitate acquisition of housing and land for affordable housing developments.	<b>Resources Needed.</b> A housing land trust has not been explored. A partner with capacity and expertise, as well as funding, is needed.	Moderate	
Housing Element 2.4	Establish a policy on the County's participation in the purchase of housing units at market rate and deed restricting to an affordable income level. Purchase and deed restrict one unit.	<b>Resources Needed.</b> The necessary resources continue to be unavailable. Funding, a real estate acquisition/management partner, and expertise are required.	Moderate	
Housing Element 2.6	Partner with other agencies and employers to ensure that at least one employee housing project qualifies toward meeting the County's RHNA targets (e.g. consider waiving building permit fees).	<b>Resources Needed.</b> The necessary resources continue to be unavailable. However, the County is on pace to meet its RHNA goals in every category but very low income. Partnership with local employers required.	Moderate	
Housing Element 3.4	Establish a program to minimize unintended consequences of the acquisition and resale of deed restriction units, including concerns regarding long-term costs of monitoring.	<b>Resources Needed.</b> Necessary resources have been unavailable. Staff and partner to manage deed restrictions required to establish program.	Moderate	
Housing Element 2.8	Through the CPT Land Tenure Subcommittee, support land exchanges of existing seasonal housing units on public lands into private ownership so at least one unit becomes available for local year-round housing.	<b>Resources Needed.</b> The necessary resource of a land exchange participant is unavailable. The County is a facilitator only in this scenario. Partnership is required.	Not identified in prioritization matrix	
Housing Element 3.3	Fund the rehabilitation loan program, potentially in collaboration with the Town of Mammoth Lakes, to rehabilitate at least five units during the cycle.	<b>Resources Needed.</b> Funding from the CDBG program carries requirements that appear to make the program infeasible. No funding has been available from a more flexible source that could generate more demand, and therefore no action has been taken.	Not identified in prioritization matrix	
Housing Element 4.7	Provide for at least one rental-assisted facility for senior residents.	<b>Resources Needed.</b> Necessary resources remain unavailable (no proposed developments).	Not identified in prioritization matrix (State requirement)	
<b>Continuous (Ongoing) Programs</b>				
<b>Source</b>	<b>Description</b>	<b>Status</b>	<b>Board Priority Level</b>	<b>Policy Discussion Item</b>
Housing Element 1.6	Monitor the requirement for complexes with four units to be approved through a conditional use permit and if it is a constraint on development. Complexes with up to three units are currently a permitted use by-right in multi-family land use designations.	<b>Ongoing.</b> The County approved a Use Permit for a four-unit development in June Lake in 2019. A twelve-unit development, also in June Lake, is currently being processed under a Use Permit. No multi-family complexes have been denied under a Use Permit during this Housing Element cycle. Monitoring will continue.	Not identified in prioritization matrix	
Housing Element 1.8	Consistent with the Land Use Element, continue to require specific plans for large-scale development within community expansion areas. Specific plans allow for a variety of development and can streamline the development process. Approve at least one specific plan during the Housing Cycle.	<b>Resources Needed.</b> The Tioga Inn Specific Plan Amendment for up to 100 housing units was not approved by the Board. An application to amend the Rock Creek Ranch Specific Plan in the Paradise area has been accepted for processing but does not include a housing component. No other Specific Plans have been proposed during this cycle.	Not identified in prioritization matrix	
Housing Element 1.9	Continue to allow for residential development in the commercial land use designation and approve at least one mixed-use development to utilize the county's limited land base more efficiently and economically for housing.	<b>Resources Needed.</b> Residential development is permissible in the commercial land use designation and is evaluated and approved as development is proposed. No applications for mixed use developments have been submitted during this cycle.	Not identified in prioritization matrix	

Housing Element 1.11	Approve at least five accessory dwelling units (ADUs) used for long-term housing in single-family residential areas during the cycle as provided by Chapter 16 of the Mono County Land Development Regulations. Update ADU ordinances to reflect state law within one year of adoption.	<b>Ongoing.</b> Two ADUs have been approved during the cycle. Updates to Chapter 16 prohibit short-term rentals in ADUs and therefore all future ADUs approved during this cycle will meet this action. Approvals are dependent upon the submittal of development applications. <b>In progress.</b> The County is currently developing prescriptive designs for ADU's which may incentivize applicaitons in the future.	Not identified in prioritization matrix	
Housing Element 1.12	Pursue at least one grant to improve infrastructure on identified opportunity sites. Seek to combine grant proposals with the Local Transportation Commission (LTC) when appropriate.	<b>Resources Needed.</b> A potential joint grant application for improved infrastructure was under discussion as part of the Tioga Inn Specific Plan Amendment, which is an identified opportunity site. A potential application is no longer on the table given lack of approval of the project. No other circumstance has provided the needed resources to pursue this program.	Moderate	
Housing Element 2.1	Pursue partnerships with other agencies in the County, such as the Town of Mammoth Lakes, federal, state, and local agencies to identify opportunities to increase housing stock.	<b>See "Completed" section. In progress.</b> The County has continued efforts to sell housing units in Benton for use by the Tribe.	High	
Housing Element 2.7	Develop partnerships to encourage the development of at least one housing project for very low, low, and moderate-income households.	<b>In progress.</b> One development application in June Lake is proposing a deed-restricted unit. <b>Resources needed.</b> No other circumstances have provided the necessary resources for this program.	Moderate / Spring 2022	
Housing Element 2.9	Award at least one density bonus for a qualifying project consistent with state law.	<b>In progress.</b> A density bonus has been proposed for a twelve-unit development in June Lake.	Low / Spring 2022	
Housing Element 2.10	The Board of Supervisors may reduce or waive development processing fees for qualifying extremely low, low- and moderate-income housing units in order to facilitate processing. Staff will work with applicable agencies to promote a reduction or waiving of fees for such projects.	<b>In progress.</b> A current project in June Lake may be eligible. Staff will work with the developer and bring forward to the Board if the project meets the policy.	Low / Spring 2022	
Housing Element 3.1	Support programs that may improve housing stock quality. Continue outreach through the County website and information counters that provide information to community members about weatherization and energy efficiency strategies and funding/waivers. Pursue at least one rehabilitation grant. Update housing stock survey at least once per housing cycle.	<b>See "Completed" section. Ongoing:</b> The County is not confident demand exists for a rehabilitation grant given the grant requirements. <b>Resources Needed:</b> Funding is needed to update the housing stock survey.	High	
Housing Element 4.1	Continue development credit programs in agricultural valleys such as Bridgeport and Hammil that promote the retention of large agricultural parcels for farming purposes by requiring clustered residential development on smaller parcels.	<b>Resources Needed.</b> The Development Credit program continues to be applied to development proposals in the Bridgeport and Hammil valleys. No development applications invoking the Development Credit program have been received during this housing cycle to date.	Not identified in prioritization matrix	
<b>Outside of Approved Housing Element</b>				
<b>Source</b>	<b>Description</b>	<b>Status</b>	<b>Board Priority (2018) / Timeframe</b>	<b>olicy Discussion Item</b>

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Policy Consideration	Adopt a density bonus policy that goes above and beyond the state's mandated policy.	Currently, the County relies on the State's mandated minimum. The County has one current proposal that is utilizing a density bonus but otherwise the density bonus program has not had any interest. Density bonuses are often used in exchange for a percentage of deed restricted units.	Board direction needed	X
Policy Consideration	Allow multi-family residential projects to add more ADUs than currently allowed by the state.	Potential impacts to infrastructure capacity have not been determined and CEQA requirements may be significant.	Board direction needed	X
Policy Consideration	Conduct a workshop on the term "rural character" to determine if it creates barriers or disincentives for housing by March 2022.	Further discussion needed.	Board direction needed	X
Policy Consideration	Develop a program to incentivize long-term rentals.	The substance and nature of this program is unknown at this time.	Board direction needed	X
Policy Consideration	Update the Housing Needs Assessment.	Future state funds supporting housing (like SB2, LEAP, or REAP) should become available to fund an update, if this is a priority.	Board direction needed	X