



AGENDA

BOARD OF SUPERVISORS, COUNTY OF MONO STATE OF CALIFORNIA

Regular Meetings: First, Second, and Third Tuesday of each month. Location of meeting is specified below.
Meeting Location: Board Chambers, 2nd Fl., County Courthouse, 278 Main St., Bridgeport, CA 93517

Regular Meeting October 10, 2023

TELECONFERENCE INFORMATION

This meeting will be held in person at the location listed above. Additionally, a teleconference location will be available where the public and members of the Board may participate by electronic means.

1. Mammoth Teleconference Location – for meetings held on the first and second Tuesday of each month - Mono Lake Room of the Mono County Civic Center, First Floor, 1290 Tavern Road, Mammoth Lakes, CA. 93546;
2. Bridgeport Teleconference Location – for meetings held on the third Tuesday of each Month - Mono County Courthouse, Second Floor Board Chambers, 278 Main Street, Bridgeport, CA. 93517;
3. Zoom Webinar.

Members of the public may participate via the Zoom Webinar, including listening to the meeting and providing public comment, by following the instructions below.

To join the meeting by computer:

Visit <https://monocounty.zoom.us/j/83937374811> or visit <https://www.zoom.us/>, click on "Join A Meeting" and enter the Zoom Webinar ID 839 3737 4811.

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 839 3737 4811.

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

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: https://monocounty.granicus.com/MediaPlayer.php?publish_id=e7d204c7-e668-44f4-be12-b19e6bd13e27

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. 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.

9:00 AM 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. RECOGNITIONS - NONE

3. COUNTY ADMINISTRATIVE OFFICER

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

4. DEPARTMENT/COMMISSION REPORTS

Receive brief oral report on emerging issues and/or activities.

5. CONSENT AGENDA

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

A. Fiscal Year 2022-23 County Audit Engagement Letter

Departments: Finance

This audit engagement letter between the County of Mono and the audit firm of Price Paige & Company, and subject to an existing contract for services entered into on June 6, 2023, establishes an understanding about the audit services to be performed and the responsibilities of each party.

Recommended Action: Approve and authorize the Chair of the Board of Supervisors to sign, the Fiscal Year (FY) 2022-23 audit engagement letter between the County of Mono and the audit firm of Price Paige & Company.

Fiscal Impact: The cost of this audit for FY 2022-23 is \$82,205, which is included in the Finance Department's adopted budget for FY 2023-24.

B. Fiscal Year 2023-24 Budget Adjustments - Capital Expenditures

Departments: County Administrative Office

Two budget adjustments have come forward requiring board approval since the FY 2023-24 Budget was adopted September 12, 2023. The Fleet has two Capital Purchases that were budgeted and ordered in Fiscal Year FY 2022-23 but received after July 1, 2023. Additionally, the Office of Emergency Management moved forward with a grant agreement for a joint project with Eastern Sierra Council of Governments for the predevelopment of a Biomass facility, requiring both a revenue and expenditure adjustment in the Mono County Capital Improvements Project budget.

Recommended Action: Approve the attached two appropriation transfer requests for capital expenditures in FY 2023-24, one for the Fleet budget for capital purchases in FY 2022-23 received after July 1, 2023, and one for the Office of Emergency Management Capital Project for Biomass project execution. (4/5 vote is required.)

Fiscal Impact: Increase Capital expenditures by \$333,454 in Fleet Fund 650 with use of fund balance and increase Capital Improvement Project Fund 190 revenues and expenditures by \$550,114 for executing a grant award for a Biomass facility.

C. Stipends For Special Travel by Employees during Winter Closure of Highway 395

Departments: County Administrative Office

Side letters to Memoranda of Understanding (MOUs) between the County of Mono and the Mono County Paramedic Fire Rescue Association and the Mono County Correctional Deputy Sheriffs' Association authorizing special travel stipends for certain employees who experienced extended commutes during the Highway 395 closure this winter and superseding and replacing the side letter adopted by R23-053.

Recommended Action: Adopt proposed resolution approving side letters to the MOUs to authorize special travel stipends for extended commutes during the Highway 395 closure this winter.

Fiscal Impact: The fiscal impact is \$4,080 in one-time costs: \$1,185 for paramedics and \$2,895 for correctional deputies.

D. Comprehensive Economic Development Strategy (CEDS) Eastern Sierra Region

Departments: Economic Development

Proposed resolution approving the Eastern Sierra Comprehensive Economic Development Strategy for Alpine, Inyo and Mono Counties as prepared and authorizing the Eastern Sierra Council of Governments to submit to the U.S. Economic Development Administration.

Recommended Action: Adopt proposed resolution. Provide any desired

direction to staff.

Fiscal Impact: None.

E. Resolution Authorizing the Amendment to the Mono County Allocation List for the Behavioral Health Department

Departments: Human Resources

Proposed resolution of the Mono County Board of Supervisors authorizing the CAO to amend the Mono County allocation list to remove one Director of Clinical Services position and replace it with one Clinical Services Manager in the Department of Behavioral Health.

Recommended Action: Adopt proposed resolution. Provide any desired direction to staff.

Fiscal Impact: None.

F. Resolution Adopting Amended Access Control Policy (Administrative Policies and Procedures Manual H-2)

Departments: County Administrative Office

Proposed resolution adopting amended policy regarding electronic access to county offices and buildings for county staff and directing codification of the amended policy as H-2 - ACCESS CONTROL POLICY in the Mono County Policies and Procedures Manual to replace the existing policy.

Recommended Action: Adopt proposed resolution adopting amended Access Control Policy (H-2) and directing codification of the amended policy in the Mono County Policies and Procedures Manual. Provide any desired direction to staff.

Fiscal Impact: None.

G. Stryker Gurney/Load System Purchase

Departments: Emergency Medical Services

Two Stryker gurneys & load systems were included in the Emergency Medical Services (EMS) budget for FY 23-24. The amount of \$127,286 is the total cost of these items but is above the threshold of CAO signing authority. This item is to request the Board approve and authorize the CAO to sign, a purchase agreement and accompanying purchase orders (POs) with Stryker to purchase these items on behalf of Mono County.

Recommended Action: Approve, and authorize CAO to sign, agreement and accompanying POs to purchase two Stryker gurneys & load systems on behalf of the County in an amount not to exceed \$127,286.

Fiscal Impact: Expends capital outlay of \$127,286, which is included in the

6. Departments Fiscal Year 2023-24 adopted budget.
CORRESPONDENCE RECEIVED - NONE

Direction may be given to staff regarding, and/or the Board may discuss, any item of correspondence listed on the agenda.

7. **REGULAR AGENDA - MORNING**

A. **PUBLIC HEARING: Potential Moratorium on Overnight Rentals in Multi-Family Residential Units**

Departments: Community Development

PUBLIC HEARING: 9:00 AM (30 minutes)

(Wendy Sugimura, Community Development Director) - Consider imposing a moratorium on all new short-term and transient overnight rentals in multi-family residential units regardless of land use designation for 45 days, with the potential for an extension.

Recommended Action: Hold public hearing. Adopt an emergency ordinance temporarily suspending approval of new short-term and transient overnight rentals in multi-family residential units in all land use designations and direct staff to return with a potential extension before the 45-day expiration.

Fiscal Impact: Potential loss of revenue from business license fees, transient rental occupancy taxes, and Housing Mitigation Ordinance fees.

B. **Mono County Jail Facility - Update**

Departments: Public Works

10 minutes

(Paul Roten, Public Works Director) - Presentation by Public Works Director, Paul Roten regarding the progress in constructing a new Mono County Jail on Twin Lakes Road in Bridgeport.

Recommended Action: None, informational only.

Fiscal Impact: None.

C. **Contract with MIG, Inc. for a Short-Term Rental Housing Study**

Departments: Community Development

15 minutes

(Wendy Sugimura, Community Development Director) - Proposed contract with MIG, Inc. pertaining to a study of the impacts of short-term rentals on the housing situation in Mono County.

Recommended Action: Approve, and authorize the CAO to sign, contract with MIG, Inc. for a Short-Term Rental Housing Study for the period September 12, 2023, through December 31, 2024, and a not-to-exceed amount of \$70,870.

Fiscal Impact: The Board approved a policy item for the \$70,870 cost and included it in the Community Development approved budget for FY 2023-24.

D. Update on Broadband in Mono County and Initiation of a Mono County Broadband Strategic Plan

Departments: Board of Supervisors

20 minutes

(Scott Armstrong, Regional Broadband Coordinator) - Presentation by Scott Armstrong regarding updates on the Inyo-Mono Broadband Consortium (IMBC) work and California Broadband Cooperative (CBC) digital.

Recommended Action: None, informational only.

Fiscal Impact: None.

8. CLOSED SESSION

A. Closed Session - Labor Negotiations

CONFERENCE WITH LABOR NEGOTIATORS. Government Code Section 54957.6. Agency designated representative(s): Sandra Moberly, Mary Booher, Stacey Simon, Janet Dutcher, Jay Sloane, and Oliver Yee. Employee Organization(s): Mono County Sheriff's Officers Association (aka Deputy Sheriff's Association), Local 39 - majority representative of Mono County Public Employees (MCPE) and Deputy Probation Officers Unit (DPOU), Mono County Paramedic Rescue Association (PARA), Mono County Correctional Deputy Sheriffs' Association. Unrepresented employees: All.

B. Closed Session - Initiation of Litigation

CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION. Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Government Code section 54956.9. Number of potential cases: three.

C. Closed Session – Real Property Negotiation

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property Address: 264 Highway 182, Bridgeport, CA. County Negotiator: Mary Booher and Sandra Moberly. Negotiating Parties: Garth Moore and County of Mono. Under Negotiation: Price, terms, and conditions.

D. Closed Session – Real Property Negotiation

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property Address: 15 White Mountain Drive, Chalfant CA 93512. County Negotiator: Mono County by: Sandra Moberly, Mary Booher.

Negotiating Parties: Mono County Tax Collector. Under Negotiation: Price, terms and conditions.

E. Closed Session – Real Property Negotiation

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property Address: 350 Mule Deer Road, Coleville, CA 96107. County Negotiator: Mono County by: Sandra Moberly, Mary Booher. Negotiating Parties: Mono County Tax Collector. Under Negotiation: Price, terms and conditions.

F. Closed Session – Real Property Negotiation

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property Address: 34 Kirkwood Street, Bridgeport, CA. County Negotiator: Mary Booher and Sandra Moberly. Negotiating Parties: Garth Moore and County of Mono. Under Negotiation: Price, terms, and conditions.

G. Closed Session - Public Employee Evaluation

PUBLIC EMPLOYEE PERFORMANCE EVALUATION. Government Code section 54957. Title: County Administrative Officer.

9. BOARD MEMBER REPORTS

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

ADJOURN



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: Finance

TIME REQUIRED

SUBJECT Fiscal Year 2022-23 County Audit
Engagement Letter

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

This audit engagement letter between the County of Mono and the audit firm of Price Paige & Company, and subject to an existing contract for services entered into on June 6, 2023, establishes an understanding about the audit services to be performed and the responsibilities of each party.

RECOMMENDED ACTION:

Approve and authorize the Chair of the Board of Supervisors to sign, the Fiscal Year (FY) 2022-23 audit engagement letter between the County of Mono and the audit firm of Price Paige & Company.

FISCAL IMPACT:

The cost of this audit for FY 2022-23 is \$82,205, which is included in the Finance Department's adopted budget for FY 2023-24.

CONTACT NAME: Janet Dutcher

PHONE/EMAIL: 760-932-5494 / jdutcher@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff Report
Mono County Audit Engagement Letter FY 2022-23

History

Time

Who

Approval

10/1/2023 5:57 AM

County Counsel

Yes

10/4/2023 2:15 PM

Finance

Yes

10/4/2023 11:39 PM

County Administrative Office

Yes



DEPARTMENT OF FINANCE AUDITOR-CONTROLLER COUNTY OF MONO

Kim Bunn
Assistant Finance Director
Auditor-Controller

Janet Dutcher, CPA, CGFM, MPA
Director of Finance

Gerald Frank
Assistant Finance Director
Treasurer - Tax Collector

To: Honorable Board of Supervisors

From: Janet Dutcher, Finance Director

Date: October 10, 2023

Re: FY 2022-2023 audit engagement letter

This audit engagement letter aims to clarify our professional relationship with the independent audit firm of Price Paige & Company. It sets forth the County's responsibilities and the auditor's responsibilities concerning the audit engagement, which state and grantor agreements requires each fiscal year.

The audit engagement covers the following:

- Purpose of the audit engagement
- Scope of the audit engagement
- Standards the audit firm will use to conduct the engagement
- What the audit firm do and will not do
- Instructions to the County and what the County's responsibilities are
- What facts the audit firm are relying upon
- Billing rates and fees

In addition to the above topics, this year's engagement letter also includes the auditors' assessment of specific significant risks of material misstatement. These risks are:

- Management override of controls
- Improper revenue recognition due to fraud
- Net pension liability calculation
- OPEB liability calculation
- Closure/Post-Closure liability calculation

Auditing standards advise the audit firm to address the engagement letter to management and those charged with governance, the County Board of Supervisors. This is because (1) auditing standards require the auditor, for each audit engagement, to obtain management's agreement that we acknowledge and understand our financial responsibilities and (2) communicate the auditor's responsibilities concerning the conduct of the audit with those charged with governance of the County.

This engagement letter serves both purposes, and our signatures signify we understand our fiscal and compliance responsibilities concerning the auditor's work. We acknowledge the auditor's responsibility for conducting the engagement and the planned scope and timing of the audit.



PRICE PAIGE & COMPANY
Certified Public Accountants

The Place to Be

July 31, 2023

Janet Dutcher, Finance Director
Rhonda Duggan, Board Chair
County of Mono
25 Bryant Street
Bridgeport, CA 93517

We are pleased to confirm our understanding of the services we are to provide for the County of Mono, California (the County) for the year ended June 30, 2023.

Audit Scope and Objectives

We will audit the financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information, including the disclosures, which collectively comprise the basic financial statements, of the County as of and for the year ended June 30, 2023. Accounting standards generally accepted in the United States of America (GAAP) provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement the County's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the County's RSI in accordance with auditing standards generally accepted in the United States of America (GAAS). These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient appropriate evidence to express an opinion or provide any assurance. The following RSI is required by GAAP and will be subjected to certain limited procedures, but will not be audited:

- 1) Management's Discussion and Analysis
- 2) Schedule of Changes in Net Pension Liability/(Asset) and Related Ratios
- 3) Schedule of Contributions - Pension
- 4) Schedules of Changes in Net OPEB Liability and Related Ratios
- 5) Schedule of Contributions - OPEB
- 6) Budgetary Comparison Schedules

We have also been engaged to report on supplementary information other than RSI that accompanies the County's financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with GAAS, and we will provide an opinion on it in relation to the financial statements as a whole in a separate written report accompanying our auditor's report on the financial statements.

570 N. Magnolia Avenue, Suite 100

Clovis, CA 93611

tel 559.299.9540

fax 559.299.2344

- 1) Schedule of Expenditures of Federal Awards
- 2) Combining and Individual Fund Statements
- 3) Supplemental Schedule of the California Office of Emergency Services (CalOES) and the Department of Corrections and Rehabilitation Grants Expenditures
- 4) Supplemental Schedule of the California Office of Emergency Services (CalOES) and the Board of State and Community Corrections Grants Expenditures

In connection with our audit of the basic financial statements, we will read the following other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

- 1) Introductory Section
- 2) Statistical Section

The objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and issue an auditor's report that includes our opinions about whether your financial statements are fairly presented, in all material respects, in conformity with GAAP, and report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements. The objectives also include reporting on:

- Internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control over compliance related to major programs and an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

Auditor's Responsibilities for the Audit of the Financial Statements and Single Audit

We will conduct our audit in accordance with GAAS; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the Uniform Guidance, and will include tests of accounting records, a determination of major program(s) in accordance with Uniform Guidance, and other procedures we consider necessary to enable us to express such opinions. As part of an audit in accordance with GAAS and *Government Auditing Standards*, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the government or to acts by management or employees acting on behalf of the government. Because the determination of waste and abuse is subjective, *Government Auditing Standards* do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements or noncompliance may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major programs. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement.

We have identified the following significant risks of material misstatement as part of our audit planning:

- Management override of controls
- Improper revenue recognition due to fraud
- Net pension liability calculation
- OPEB liability calculation
- Closure/Post-Closure Liability calculation

Our audit of the financial statements does not relieve you of your responsibilities.

Audit Procedures—Internal Control

We will obtain an understanding of the government and its environment, including the system of internal control, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, and the Uniform Guidance.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the County's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance, and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

The Uniform Guidance requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with federal statutes, regulations, and the terms and conditions of federal awards applicable to major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the *OMB Compliance Supplement* for the types of compliance requirements that could have a direct and material effect on each of the County's major programs. For federal programs that are included in the Compliance Supplement, our compliance and internal control procedures will relate to the compliance requirements that the Compliance Supplement identifies as being subject to audit. The purpose of these procedures will be to express an opinion on the County's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

Other Services

We will also assist in preparing the schedule of expenditures of federal awards, and related notes of the County in conformity with accounting principles generally accepted in the United States of America and the Uniform Guidance based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform the services in accordance with applicable professional standards. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

You agree to assume all management responsibilities for the schedule of expenditures of federal awards, and related notes, and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with all nonaudit services we provide. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Responsibilities of Management for the Financial Statements and Single Audit

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for (1) designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including internal controls over federal awards, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards, and all accompanying information in conformity with accounting principles generally accepted in the United States of America; and for compliance with applicable laws and regulations (including federal statutes), rules, and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

You are also responsible for making drafts of financial statements, schedule of expenditures of federal awards, all financial records, and related information available to us and for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers). You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) access to personnel, accounts, books,

records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance; (3) additional information that we may request for the purpose of the audit; and (4) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit, we will require certain written representations from you about the financial statements; schedule of expenditures of federal awards; federal award programs; compliance with laws, regulations, contracts, and grant agreements; and related matters.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements of each opinion unit taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the government complies with applicable laws, regulations, contracts, agreements, and grants. You are also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements that we report. Additionally, as required by the Uniform Guidance, it is management's responsibility to evaluate and monitor noncompliance with federal statutes, regulations, and the terms and conditions of federal awards; take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings; promptly follow up and take corrective action on reported audit findings; and prepare a summary schedule of prior audit findings and a separate corrective action plan.

You are responsible for identifying all federal awards received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of federal awards (including notes and noncash assistance received, and COVID-19-related concepts, such as lost revenues, if applicable) in conformity with the Uniform Guidance. You agree to include our report on the schedule of expenditures of federal awards in any document that contains, and indicates that we have reported on, the schedule of expenditures of federal awards. You also agree to include the audited financial statements with any presentation of the schedule of expenditures of federal awards that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards in accordance with the Uniform Guidance; (2) you believe the schedule of expenditures of federal awards, including its form and content, is stated fairly in accordance with the Uniform Guidance; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards.

You are also responsible for the preparation of the other supplementary information, which we have been engaged to report on, in conformity with U.S. generally accepted accounting principles (GAAP). You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Scope and Objectives section of this letter. This responsibility includes relaying to us

corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions for the report, and for the timing and format for providing that information.

Electronic Data Communication and Storage and Use of Third-Party Service Provider

In the interest of facilitating our services to the government, we may communicate by facsimile transmission, send data over the Internet, store electronic data via computer software applications hosted remotely on the Internet, or allow access to data through third-party vendors' secured portals or clouds. Electronic data that is confidential to the government may be transmitted or stored using these methods. We may use third-party service providers to store or transmit this data, such as providers of tax return preparation and document management software. In using these data communication and storage methods, our firm employs measures designed to maintain data security. We use reasonable efforts to keep such communications and data access secure in accordance with our obligations under applicable laws and professional standards. We also require all of our third-party vendors to do the same.

You recognize and accept that we have no control over the unauthorized interception or breach of any communications or data once it has been sent or has been subject to unauthorized access, notwithstanding all reasonable security measures employed by us or our third-party vendors, and consent to our use of these electronic devices and applications and submission of confidential client information to third-party service providers during this engagement.

With regard to the electronic dissemination of audited financial statements, including financial statements published electronically on your website, you understand that electronic sites are a means to distribute information and, therefore, we are not required to read the information contained in these sites or to consider the consistency of other information in the electronic site with the original document.

Engagement Administration, Fees, and Other

We understand that your employees will prepare all cash, accounts receivable, or other confirmations we request and will locate any documents selected by us for testing.

We will schedule the engagement based in part on deadlines, working conditions, and the availability of your key personnel. We will plan the engagement based on the assumption that your personnel will cooperate and provide assistance by performing tasks such as preparing requested schedules, retrieving supporting documents, and preparing confirmations. If, for whatever reason, your personnel are unavailable to provide the necessary assistance in a timely manner, it may substantially increase the work we have to do to complete the engagement within the established deadlines, resulting in an increase in fees over our original fee estimate.

At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management's responsibility to electronically submit the reporting package (including financial statements, schedule of expenditures of federal awards, summary schedule of prior audit findings, auditor's reports, and corrective action plan) along with the Data Collection Form to the Federal Audit Clearinghouse. We will coordinate with you the electronic submission and certification. The Data Collection Form and the reporting package must be submitted within the earlier of 30 calendar days after receipt of the auditor's reports or nine months after the end of the audit period.

We will provide copies of our reports to the County; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Price Paige & Company and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to your cognizant agency or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Price Paige & Company personnel. Furthermore, upon request, we may provide copies of

selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of seven years after the report release date.

ShareFile is used solely as a method of exchanging information and is not intended to store the County's information.

Upon completion of the engagement, data and other content will be removed from ShareFile in accordance with Price Paige & Company's policy.

Fausto Hinojosa, CPA, CFE is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them. To ensure that Price Paige & Company's independence is not impaired under the AICPA Code of Professional Conduct, you agree to inform the engagement partner before entering into any substantive employment discussions with any of our personnel.

Our fees for the 2023 audit for the County are detailed as follows:

County Audit	\$ 61,401
Single Audit (three major programs)	15,744
Out-of-Pocket Expenses (meals, lodging, travel)	<u>5,060</u>
Total:	<u>\$ 82,205</u>

If more than three major federal programs are required to be audited, then additional audit fees may be applied. These fees will be discussed with the Finance Director for approval prior to commencing the work. Our fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you before we incur the additional costs. Our fees for these services will be billed at the hourly billing rates for the individual involved, plus out-of-pocket expenses. Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our billing rates are reviewed annually and, where appropriate, adjusted for any increases due to inflation and other factors. We will issue a monthly billing statement for the work completed in that month. Payments for services are due when rendered and interim billings may be submitted as work progresses and expenses are incurred.

If any dispute pertaining to our work product arises among the parties hereto, the parties agree first to try in good faith to settle the dispute by mediation administered by the American Arbitration Association under its Rules for Professional Accounting and Related Services Disputes before resorting to litigation. The costs of any mediation proceeding shall be shared equally by all parties.

All work will be suspended if your account becomes 90 days past due. No work will be resumed until your account is fully paid. You acknowledge and agree that in the event we stop work or withdraw from this engagement as a result of your failure to pay on a timely basis for services rendered as required by this engagement letter, we shall not be liable for any damages that occur as a result of our ceasing to render services. Client and accountant both agree that any dispute over fees charged by the accountant to the client will be submitted for resolution by arbitration in accordance with the Rules for Professional Accounting and Related Services Disputes of the American Arbitration Association. Such arbitration shall be binding and final. IN AGREEING TO ARBITRATION, WE BOTH ACKNOWLEDGE THAT, IN THE EVENT OF A DISPUTE OVER FEES CHARGED BY THE ACCOUNTANT, EACH OF US IS GIVING UP THE RIGHT TO HAVE THE DISPUTE DECIDED IN A COURT OF LAW BEFORE A JUDGE OR JURY AND INSTEAD WE ARE ACCEPTING THE USE OF ARBITRATION FOR RESOLUTION.

Reporting

We will issue written reports upon completion of our Single Audit. Our reports will be addressed to the Board of Supervisors of the County of Mono. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinions, add a separate section, or add an emphasis-of-matter or other-matter

paragraph to our auditor's report, or if necessary, withdraw from this engagement. If our opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or issue reports, or we may withdraw from this engagement.

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will state that (1) the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the County's internal control or on compliance, and (2) the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the County's internal control and compliance. The Uniform Guidance report on internal control over compliance will state that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Both reports will state that the report is not suitable for any other purpose.

We appreciate the opportunity to be of service to the County and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please return a signed copy to us via email or regular mail at your earliest convenience.

Very truly yours,



Fausto Hinojosa, CPA, CFE
Price Paige & Company

RESPONSE:

This letter correctly sets forth the understanding of the **County of Mono, California**.

Janet Bulcher
Management Signature

Finance Director
Title

Sept 12, 2023
Date

Governance Signature

Title

Date



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: County Administrative Office

TIME REQUIRED

**PERSONS
APPEARING
BEFORE THE
BOARD**

SUBJECT Fiscal Year 2023-24 Budget
Adjustments - Capital Expenditures

AGENDA DESCRIPTION:

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

Two budget adjustments have come forward requiring board approval since the FY 2023-24 Budget was adopted September 12, 2023. The Fleet has two Capital Purchases that were budgeted and ordered in Fiscal Year FY 2022-23 but received after July 1, 2023. Additionally, the Office of Emergency Management moved forward with a grant agreement for a joint project with Eastern Sierra Council of Governments for the predevelopment of a Biomass facility, requiring both a revenue and expenditure adjustment in the Mono County Capital Improvements Project budget.

RECOMMENDED ACTION:

Approve the attached two appropriation transfer requests for capital expenditures in FY 2023-24, one for the Fleet budget for capital purchases in FY 2022-23 received after July 1, 2023, and one for the Office of Emergency Management Capital Project for Biomass project execution. (4/5 vote is required.)

FISCAL IMPACT:

Increase Capital expenditures by \$333,454 in Fleet Fund 650 with use of fund balance and increase Capital Improvement Project Fund 190 revenues and expenditures by \$550,114 for executing a grant award for a Biomass facility.

CONTACT NAME: Megan Chapman

PHONE/EMAIL: 7609241836 / mchapman@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff Report - FY 2023-24 Budget Adjustments
1. Public Works, Fleet - Capital Purchases from FY 2022-23
2. Administration, Office of Emergency Management - Biomass Facility

History

Time	Who	Approval
10/4/2023 2:31 PM	County Counsel	Yes
10/4/2023 2:28 PM	Finance	Yes
10/5/2023 8:51 AM	County Administrative Office	Yes



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CPA, CGFM, MPA

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Kathy Peterson

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TECHNOLOGY

Milan Salva (Interim)

PROBATION

Karin Humiston

PUBLIC WORKS

Paul Roten

October 10, 2023

To: Mono County Board of Supervisors

From: Megan Chapman, Budget Officer

RE: FY 2023-24 Budget, Appropriation Transfer Request (ATR)

Strategic Plan Focus Areas Met

- A Thriving Economy Safe and Healthy Communities
 Sustainable Public Lands Workforce & Operational Excellence

The final Budget was adopted on September 12, 2023. Since adoption two budget adjustments have arisen that require Board approval. The adjustments are listed below, and details are included in the attachments on the Appropriation Transfer Form:

Attachment 1 - Public Works, Fleet for purchased budgeted in FY 2022-23 but received in the FY 2023-24.

Attachment 2 - Administration, Office of Emergency Management for a new contract between Mono County and U.S. Department of Agriculture Forest Service Region 5 for a collaborative Biomass project with the Eastern Sierra Council of Governments approved on September 12, 2023.

**COUNTY OF MONO
 APPROPRIATION TRANSFER REQUEST**

Explanation

Please address the following for the Budget adjustment requested: (Attach memo if necessary)

1 - Why was this not anticipated at time of Budget Development?

The purchase of a 140M3 grader was approved in the FY 22-23 budget and ordered. We did not receive the grader until after July 1st. The two lawn mowers were purchased at the beginning of FY 23-24 due to catastrophic engine failure, and major mechanical issues.

2 - Why are funds available for the budget adjustment? If total is not zero explain where funds are coming from and attach documentation of fund balance.

Funds were not spent in Fiscal Year 22-23, and Fleet services has a fund balance of \$1,943,246 to cover the costs.

3 - Is this a non-recurring event or should this be reflected in next years budget?

This is a non-recurring event.

Budget Request detail

Board Approval not required

Board Approval required

Request for Contingency

1. Department Head - Signature

2. Budget Office - Signature



Megan M. Chapman

3. Finance Director - Signature

4. CAO Office - Signature

Janet Dutcher

Sandra Moberly

**COUNTY OF MONO
APPROPRIATION TRANSFER REQUEST**

Department:	CAO - Emergency Management	Fiscal Year:	2024
Budget Unit:	100-27-465	Date:	9/13/2023
Prepared by:	Chris Mokracek	Phone:	(760) 924-4633

Revenue adjustment

Action	Account Number	Account Name	Approved Budget	Adjustment	Adjusted Budget
+/-	XXX-XX-XXX-XXXXX		\$XX,XXX.XX	\$XX,XXX.XX	\$XX,XXX.XX
+	190-18-725-15819	FED: MISC FED GRANTS	\$0.00	\$299,608.00	\$299,608.00
+	190-18-725-15900	Oth: Other Govt Agencies	\$0.00	\$250,506.00	\$250,506.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
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					\$0.00

Expense adjustment

Action	Account Number	Account Name	Approved Budget	Adjustment	Adjusted Budget
+/-	XXX-XX-XXX-XXXXX		\$XX,XXX.XX	\$XX,XXX.XX	\$XX,XXX.XX
+	190-18-725-53030	CAPITAL EQUIPMENT, \$5,000+	\$0.00	\$550,114.00	\$550,114.00
					\$0.00
					\$0.00
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					\$0.00
					\$0.00
					\$0.00

Total (if greater than \$0 explain on page 2) \$0.00

**COUNTY OF MONO
 APPROPRIATION TRANSFER REQUEST**

Explanation

Please address the following for the Budget adjustment requested: (Attach memo if necessary)

1 - Why was this not anticipated at time of Budget Development?

The Mono County Board of Supervisors approved this funding through Resolution 23-080, Entering Into a Grant Program With the USDA Forest Service Region 5, on September 12, 2023. This was after the FY2024 Budget Development deadline.

2 - Why are funds available for the budget adjustment? If total is not zero explain where funds are coming from and attach documentation of fund balance.

Mono County has been awarded \$299,889 in funding from the USDA Forest Service over a 21 month performance period for pre-development work to take place on a Biomass Facility in Mono County. In addition, the Eastern Sierra Council of Governments (ESCOG) will contribute \$250,506.

3 - Is this a non-recurring event or should this be reflected in next years budget?

This is the first of a multi-year project with the USDA Forest Service and the Department of Energy. Funds not expended in FY2024 will be rolled into FY2025.

Budget Request detail

Board Approval not required

Board Approval required

Request for Contingency

1. Department Head - Signature

2. Budget Office - Signature



Megan M. Chapman

3. Finance Director - Signature

4. CAO Office - Signature

Janet Dutcher

Sandra Moberly



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: County Administrative Office

TIME REQUIRED

**PERSONS
APPEARING
BEFORE THE
BOARD**

SUBJECT Stipends For Special Travel by
Employees during Winter Closure of
Highway 395

AGENDA DESCRIPTION:

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

Side letters to Memoranda of Understanding (MOUs) between the County of Mono and the Mono County Paramedic Fire Rescue Association and the Mono County Correctional Deputy Sheriffs' Association authorizing special travel stipends for certain employees who experienced extended commutes during the Highway 395 closure this winter and superseding and replacing the side letter adopted by R23-053.

RECOMMENDED ACTION:

Adopt proposed resolution approving side letters to the MOUs to authorize special travel stipends for extended commutes during the Highway 395 closure this winter.

FISCAL IMPACT:

The fiscal impact is \$4,080 in one-time costs: \$1,185 for paramedics and \$2,895 for correctional deputies.

CONTACT NAME: Jay Sloane

PHONE/EMAIL: /

SEND COPIES TO:

Jay Sloane

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Staff Report
<input type="checkbox"/> Resolution - special travel stipends
<input type="checkbox"/> Stipend Letter CDSA
<input type="checkbox"/> Stipend Letter PDRA

History**Time**

10/1/2023 12:25 PM

9/29/2023 9:44 AM

10/2/2023 10:25 PM

Who

County Counsel

Finance

County Administrative Office

Approval

Yes

Yes

Yes



COUNTY ADMINISTRATIVE OFFICER
COUNTY OF MONO
Sandra Moberly, MPA, AICP
PO Box 696
Bridgeport, CA 93517-0696
(760) 932-5410
smoberly@mono.ca.gov
www.mono.ca.gov

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CPA, CGFM, MPA

HEALTH & HUMAN SERVICES

Kathy Peterson

INFORMATION

TECHNOLOGY

Mike Martinez

PROBATION

Karin Humiston

PUBLIC WORKS

Paul Roten

To: Board of Supervisors

From: Jay Sloane, Interim Chief People Officer

Date: October 10, 2023

Re: Special Pay/Stipends for Extended Commutes Discussion

On July 18, 2023, the Board of Supervisors adopted R23-053, thereby approving a side letter to the Memorandum of Understanding (MOU) between the County of Mono and the Correctional Deputy Sheriffs' Association. The side letter authorized payment of stipends for special travel to three Correctional Deputies who had been required to undertake extended commutes as a result of the severe winter storms of 2022-23 and related closure of Highway 395.

After the adoption of Resolution R23-053, it was learned that a fourth Correctional Deputy had also been required to undertake extended commutes as a result of the storms, but had been omitted from the Side Letter by oversight, since he had since transferred to a position within the Deputy Sheriffs' Association (DSA) and was not a member of the CDSA at the time the side letter was negotiated. This employee had made four trips from Mammoth to Bridgeport via Yerington while a member of the CDSA.

The proposed resolution would adopt a new side letter between the County and the CDSA to add the fourth Correctional Deputy to the list of those entitled to receive the stipend for special travel and would supersede and replace the side letter adopted by R23-053.

The proposed resolution would also adopt a side letter to provide a stipend for special travel to three members of the Mono County Paramedic Fire Rescue Association who were likewise required to undertake extended commutes as a result of the severe winter storms and closure of Highway 395.

The County took the initiative to ask the Associations involved which employees had been affected by the highway closure and to calculate the loss of time and money incurred by those employees as a result of the extended commutes during the Highway 395 closure. These payments are the County's and the bargaining units' best efforts to compensate those affected for that additional expense and to recognize that they went above and beyond to perform their duties in a difficult situation.

By adopting the proposed resolution, the Board will authorize compensation for Paramedic and Correctional Deputy staff forced to undergo extended commutes caused by the closing of Highway 395 this past winter.



R23-__

A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS ADOPTING AND APPROVING SIDE LETTERS TO AUTHORIZE STIPENDS FOR SPECIAL TRAVEL BETWEEN THE COUNTY AND THE CORRECTIONAL DEPUTY SHERIFFS' ASSOCIATION AND BETWEEN THE COUNTY AND THE PARAMEDIC FIRE RESCUE ASSOCIATION AND SUPERSEDING AND REPLACING THAT SIDE LETTER ENTERED INTO BETWEEN THE COUNTY AND THE CORRECTIONAL DEPUTY SHERIFFS' ASSOCIATION PURSUANT TO RESOLUTION R23-053 ON JUNE 18, 2023

WHEREAS, the Mono County Board of Supervisors has the authority under section 25300 of the Government Code to prescribe the compensation, appointment, and conditions of employment of county employees; and

WHEREAS, the County is required by the Meyers-Milias-Brown Act (Sections 3500 et. Seq. of the Government Code) to meet and confer with recognized employee organizations before changing the terms and conditions of employment applicable to the employee classifications represented by those organizations; and

WHEREAS, following meet and confer with the Correctional Deputy Sheriff's Association (CDSA), the Board adopted Resolution R23-053, which approved a side letter to the Memorandum of Understanding (MOU) between the County and the CDSA to authorize payment of a stipend for special travel to three members of the CDSA who were required to drive extraordinary distances during the severe winter storms of 2022-23 (the "Original Side Letter"); and

WHEREAS, after the Original Side Letter was adopted, the County learned that a fourth employee, who had been a member of CDSA during the 2022-23 winter storms, but who thereafter took a position as a Deputy Sheriff and was no longer represented by the CDSA, was also entitled to receive a stipend for special travel pursuant to the criteria the County and the CDSA had agreed upon and which applied to him as a member of the CDSA at the time the travel occurred; and

WHEREAS, the County additionally met and conferred with the Mono County Paramedic Fire Rescue Association (PFRA) regarding extraordinary travel undertaken by certain of its members during the 2022-23 winter storms and reached agreement with that bargaining unit regarding the payment of stipends for special travel undertaken by three of its members; and

WHEREAS, accordingly, the Board now desires to adopt the attached two side letters to authorize that a stipend for special travel be paid to an additional employee who was a member of the CDSA during the relevant period and to provide a stipend for special travel to agreed-upon and qualified members of the PFRA; and

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

3 **SECTION ONE:** The proposed side letter to the MOU between the County of Mono
4 and the Correctional Deputy Sheriffs' Association, which is attached hereto as an Exhibit and
5 incorporated by this reference (the "Revised Side Letter"), is hereby adopted and approved and
6 shall supersede and replace, in its entirety, the Original Side Letter. In no event shall those
7 members of the CDSA whose names appear in both the Original and the Revised Side Letters be
8 entitled to payment pursuant to both the Original and the Revised Side Letter, but instead shall
9 be entitled to payment one time, pursuant to the Side Letter in place at the time payment was or
10 is made.

11 **SECTION TWO:** The proposed Side Letter to the MOU between the County of Mono
12 and the Paramedic Fire Rescue Association which provides stipends for special travel by PFRA
13 members during the severe winter storms of 2022-23, which is attached hereto as an Exhibit and
14 incorporated by this reference, is hereby ratified, adopted and approved.

15 **PASSED, APPROVED** and **ADOPTED** this 10th day of October, 2023, by the
16 following vote, to wit:

17 **AYES:**

18 **NOES:**

19 **ABSENT:**

20 **ABSTAIN:**

21 _____
22 Rhonda Duggan, Chair
23 Mono County Board of Supervisors

24 **ATTEST:**

25 **APPROVED AS TO FORM:**

26 _____
27 Clerk of the Board

28 _____
29 County Counsel

**Side Letter
between
Mono County
and the
Mono County Correctional Deputy Sheriffs' Association (CDSA)**

The County and the Association acknowledge that the 2023 winter storms resulted in road closures that significantly extended the commute of the Association's members in order to perform their essential roles for the County. The County and the Association also acknowledge that there is no current mechanism to compensate employees for these extended commutes.

The County and the Association hereby agree that in recognition of this extended commute, the following stipends will be paid to the affected members within 30 days of approval of this Side Letter by both parties. These stipends will be non-pensionable income and will be subject to all required withholdings.


One-way trip between Mammoth and Bridgeport, via 167	\$150
One-way trip between Bishop and Bridgeport, via 167	\$130
One way trip between Mammoth and Bridgeport, via Yerington	\$193
One way trip between Bishop and Bridgeport, via Yerington	\$173

Based on these stipends, the following payments are due pursuant to this side letter:

Jose Garcia	4 trips	Mammoth to Bridgeport via Yerington	\$772
Matt Guntert	4 trips	Mammoth to Bridgeport via Yerington	\$772
Elijah Grice	3 trips	Mammoth to Bridgeport via Yerington	\$579
Emily Malm	4 trips	Mammoth to Bridgeport via Yerington	\$772

In witness thereof, the parties hereto, acting by and through their duly authorized representatives have executed this Side Letter this ____ day of ____, 2023.

RHONDA DUGGAN, CHAIR
Mono County Board of Supervisors



RACHEL RHEA, PRESIDENT
Mono County Correctional Deputy Sheriffs' Association

Approved as to Form:



Stacey Simon, County Counsel

**Side Letter
between
Mono County
and the
Mono County Paramedic Fire Rescue Association (Association)**

The County and the Association acknowledge that the 2023 winter storms resulted in road closures that significantly extended the commute of the Association's members in order to perform their essential roles for the County. The County and the Association also acknowledge that there is no current mechanism to compensate employees for these extended commutes.

The County and the Association hereby agree that in recognition of this extended commute, the following stipends will be paid to the affected members within 30 days of approval of this Side Letter by both parties. These stipends will be non-pensionable income and will be subject to all required withholdings.

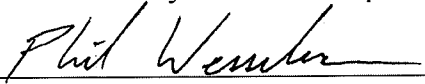
One-way trip between Mammoth and Bridgeport or Walker, via 167	\$150
One-way trip between Bishop and Bridgeport or Walker, via 167	\$130
One way trip between Mammoth and Bridgeport or Walker, via Yerington	\$193
One way trip between Bishop and Bridgeport or Walker, via Yerington	\$173

Based on these stipends, the following payments are due pursuant to this side letter:

John Almeida	1 trip	Bishop to Bridgeport, via 167	\$130
	3 trips	Bishop to Bridgeport, via Yerington	<u>\$519</u>
			\$649
Nick Escallier	2 trips	Mammoth to Walker, via Yerington	\$386
Aaron Rowley	1 trip	Mammoth to Bridgeport, via 167	\$150

In witness thereof, the parties hereto, acting by and through their duly authorized representatives have executed this Side Letter this ____ day of ____, 2023.

RHONDA DUGGAN, CHAIR
Mono County Board of Supervisors



PHIL WESSELER, PRESIDENT
Mono County Paramedic Fire Rescue Association

Approved as to Form:

Stacey Simon, County Counsel



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: Economic Development

TIME REQUIRED

SUBJECT Comprehensive Economic
Development Strategy (CEDS)
Eastern Sierra Region

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

Proposed resolution approving the Eastern Sierra Comprehensive Economic Development Strategy for Alpine, Inyo and Mono Counties as prepared and authorizing the Eastern Sierra Council of Governments to submit to the U.S. Economic Development Administration.

RECOMMENDED ACTION:

Adopt proposed resolution. Provide any desired direction to staff.

FISCAL IMPACT:

None.

CONTACT NAME: Jeff Simpson

PHONE/EMAIL: 760-924-4634 / jsimpson@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Staff Report
<input type="checkbox"/> Resolution
<input type="checkbox"/> Exhibit

History

Time	Who	Approval
10/4/2023 2:39 PM	County Counsel	Yes

9/25/2023 3:34 PM

Finance

Yes

10/4/2023 11:38 PM

County Administrative Office

Yes



MONO COUNTY

ECONOMIC DEVELOPMENT

P.O. BOX 603, MAMMOTH LAKES, CALIFORNIA 93546
(760) 924-4634 • (760) 924-1697 (Fax)

Jeff Simpson
Economic Development Director
Jsimpson@mono.ca.gov
760-924-4634

STAFF REPORT

SUBJECT: Eastern Sierra Region Comprehensive Economic Development Strategy (CEDS)

RECOMMENDATION: Adopt proposed resolution approving the Eastern Sierra Comprehensive Economic Development Strategy for Alpine, Inyo and Mono Counties as prepared and authorizing the Eastern Sierra Council of Governments to submit to the U.S. Economic Development Administration.

BACKGROUND: Thomas P. Miller & Associates (TPMA) has contracted with the Golden State Finance Authority to lead Alpine, Inyo, and Mono Counties through the creation of a Comprehensive Economic Development Strategy (CEDS). The CEDS was developed by a subcommittee that included an appointee from each of the jurisdictions represented by the document: Inyo County, Mono County, Alpine County, the Town of Mammoth Lakes, the City of Bishop and the Eastern Sierra Council of Governments which outlines a strategic roadmap to promote sustainable economic growth and prosperity in the region. This document reflects the collaborative efforts of various stakeholders, including local businesses, community organizations, and government agencies, with the aim of enhancing the economic well-being of our communities. The Eastern Sierra Council of Governments (ESCOG) will be the entity that submits the CEDS to the US Economic Development Administration for formal approval.

All elected bodies have had the opportunity to review the draft CEDS. The public comment period was completed from July 31 – August 30, 2023. Each elected body will now approve a resolution to support submission by the ESCOG to the US Economic Development Administration (EDA). The finalized CEDS will be adopted by the ESCOG and its member governing bodies through a resolution, and then the ESCOG will submit the final CEDS to the EDA.



R23-__

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS
APPROVING THE EASTERN SIERRA COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY FOR ALPINE, INYO AND MONO COUNTIES AS
PREPARED AND AUTHORIZING THE EASTERN SIERRA COUNCIL OF
GOVERNMENTS TO SUBMIT TO THE U.S. ECONOMIC DEVELOPMENT
ADMINISTRATION**

WHEREAS, U.S. Department of Commerce, Economic Development Administration (EDA) requires the preparation and adoption of a Comprehensive Economic Development Strategy (CEDS) to be approved by the Alpine County Board of Supervisors, the Inyo County Board of Supervisors, the Mono County Board of Supervisors and the EDA prior to consideration of certain federal funding; and

WHEREAS, A CEDS is a document developed by jurisdictions for the United States Economic Development Administration (EDA) to apply for vital funding for community economic development initiatives; and

WHEREAS, The Counties of Alpine, Inyo and Mono conducted its CEDS process following federal Code of Federal Regulations (CFR), 13 CFR §303.6; and

WHEREAS, The CEDS takes into account and, where appropriate, incorporates or leverages other regional planning efforts, including the use of available federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives; and

WHEREAS, The CEDS process analyzes existing regional conditions, opportunities, and global economic conditions, leading to a region-specific strategy-driven plan for economic prosperity; and

WHEREAS, The CEDS must be updated every five years to stay relevant with changing economic conditions and to qualify for U.S. Economic Development Administration (EDA) funding assistance under its Public Works and Economic Adjustment Assistance programs; and

1 **WHEREAS**, In addition to summarizing the status of the local economy and areas of
2 opportunities, the focal point of the CEDS is identification of projects that may be eligible for
3 federal grant funding; and

4 **WHEREAS**, Adoption of the CEDS is a federal requirement which the Alpine County,
5 Inyo County and Mono County, and qualified organizations within the region, must meet to
6 apply to EDA for Public Works or Economic Adjustment Assistance Program grants; and

7 **WHEREAS**, the Eastern Sierra Council of Governments serves as a regional joint
8 powers authority representing Inyo County, Mono County, the Town of Mammoth Lakes, and
9 the City of Bishop, and is the appropriate regional organization to serve as the lead agency to
submit the CEDS to the EDA;

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

- 12
- 13 1. **SECTION ONE:** After reviewing the CEDS, which is attached hereto as Exhibit A and
14 incorporated by this reference, the Mono County Board of Supervisors hereby approves
15 the CEDS and authorizes the Eastern Sierra Council of Governments to submit the
CEDS to the Economic Development Administration.
 - 16 2. **SECTION TWO:** Adoption of this Resolution is not a Project as that term is defined by
17 the California Environmental Quality Act.

18 **PASSED, APPROVED and ADOPTED** this 10th day of October 2023, by the
19 following vote, to wit:

20 **AYES:**

21 **NOES:**

22 **ABSENT:**

23 **ABSTAIN:**

24 _____
25 Rhonda Duggan, Chair
26 Mono County Board of Supervisors

27 **ATTEST:**

27 **APPROVED AS TO FORM:**

28

29 _____
30 Clerk of the Board

29 _____
30 County Counsel

COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS)

Eastern Sierra Region

2024-2029



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This Comprehensive Economic Development Strategy is made possible in part from a grant from US Department of Commerce Economic Development Administration (EDA).

Golden State Finance Authority is honored to have served as the contract manager and grant administrator for this project on behalf of its member counties.

Executive Summary

The following Comprehensive Economic Development Strategy (CEDS) represents a commitment towards collaborative economic development between key stakeholders in Alpine, Inyo, and Mono Counties. These counties comprise the Eastern Sierra Region of California and together are planning for economic prosperity through the leveraging of shared strengths and navigation of shared challenges.

The plan will be adopted by the Eastern Sierra Council of Governments (ESCOG), which includes Inyo and Mono Counties as members. Alpine County will adopt the plan through a resolution and work closely with ESCOG and its member agencies throughout implementation.

About The Eastern Sierra Council of Governments

The Eastern Sierra Council of Governments (ESCOG) is a Joint Powers Authority (JPA) agency made up of the following member agencies: City of Bishop, the Town of Mammoth Lakes, Inyo County, and Mono County. The ESCOG coordinates regional planning and economic development efforts throughout the Eastern Sierra, working cooperatively with local, state, and federal partners to support community development, economic diversification, sustainable recreation, ecosystem management, and climate resiliency for a more prosperous, sustainable, and resilient region.

The ESCOG is empowered to work across jurisdictional boundaries by the Sustainable Recreation and Ecosystem Management Program, the Community Economic Resiliency Fund Pilot Program and the Inyo Mono Broadband Consortium Program, which were adopted by the resolution of all four member agencies¹.

The ESCOG will serve as the lead entity in the region to submit the plan to the US Department of Commerce Economic Development Administration (EDA), track plan progress and submit annual progress reports as required by the EDA.

¹ Organization description provided by [ESCOG](#)

SWOT Analysis

Strengths

- Connection to Community
- Tourism & Recreation Industry
- Community Resilience
- Natural Assets

Weaknesses

- Housing
- Public & Utility Land Ownership
- Talent Attraction & Retention
- Remoteness

Opportunities

- Housing & Infrastructure
- Education & Entrepreneurship
- Industry Diversification
- Transportation

Threats

- Climate Change & Natural Disaster
- Infrastructure
- Government Relations
- Cost of Living

VISION STATEMENT

The Eastern Sierra region envisions a future which includes economic prosperity and environmental stewardship realized through collaborative efforts to preserve natural assets and historic culture, enhance regional connectivity and resiliency, and advance vibrant and inclusive communities.

Strategic Action Plan

The strategic action plan builds on this vision by building goals and objectives around the following focus areas:

ACCESS & CONNECTIVITY

From roadways to broadband to air travel, the importance of connectivity was a focus in stakeholder sessions and is supported by regional data and literature.

COMMUNITY & CULTURE

The Eastern Sierra region boasts a strong culture of community among the residents, workers, and other key stakeholders with vested interest in the success of the region and its economies.

ECONOMIC EXPANSION & DIVERSIFICATION

With the undisputed asset of a healthy tourism and outdoor recreation industry, regional leaders want to leverage the industry's benefits for economic growth while pursuing opportunities for economic diversification in pursuit of increased community resiliency.

ENVIRONMENTAL RESILIENCE & SUSTAINABILITY

The region has a robust inventory of natural assets to protect, frequent exposure to natural hazards, and a population accustomed to persevering and “bouncing back,” calling for efforts related to environmental resilience and sustainability.

GOVERNMENT AFFAIRS & ADVOCACY

Regional collaboration and advocacy with state and federal entities is an important strategic implementation item and essential to pursue promising state and federal funding opportunities.

HOUSING AVAILABILITY & LAND USE

The extremely limited supply of privately owned land within the region colored the discussion around housing and land use, with stakeholders frustrated by rising housing costs and lack of opportunities for development.

ACCESS & CONNECTIVITY

GOAL: Improve and enhance regional access and connectivity within the region and with surrounding geographies.

- Increase access to digital resources through broadband infrastructure buildout across the region.
- Enhance the regional transportation network to provide residents, visitors, and businesses with more accessible, reliable options for moving in, out, and within the region.
- Enhance emergency response services to ensure remote communities are equipped for periods of time with no access to services.

COMMUNITY & CULTURE

GOAL: Maintain and capitalize on strong community culture.

- Improve partnerships and interagency collaboration to benefit localities and facilitate regionally-focused efforts.
- Garner support for new economic development-related initiatives, projects, etc. by developing and capitalizing on strong community engagement.
- Enhance the region's existing quality of life with additional amenities to attract and retain talent.
- Strengthen tribal relationships in the communities and counties and involve leadership in conversations and decisions to plan and implement strategies.
- Build out a more robust, uniform regional communication strategy for sharing information, including emergency responses, with people who live, work, and recreate in the region.

ECONOMIC EXPANSION & DIVERSIFICATION

GOAL: Grow and diversify the regional economy through support of existing and new businesses.

- Build relationships with existing businesses and respond to their needs.
- Build upon and transform opportunities for businesses to convene by industry sector to better understand and address common issues related to supply chain, workforce, etc.
- Enhance network of entrepreneurial and small business resources to encourage new business development within the region.
- Initiate and support efforts related to real estate solutions that complement industry and residential needs.
- Thoroughly study and review the status of the labor market and gaps in workforce services provision, for both employers and individuals.
- Identify additional data-informed opportunities that may exist for economic diversification and expansion.

ENVIRONMENTAL RESILIENCE & SUSTAINABILITY

GOAL: Prioritize opportunities to preserve natural assets and support service provision needs of residents during weather and disaster events.

- Reduce the challenges experienced by residents and visitors during climate events.
- Enhance the network of industry and community stewards to develop, adopt, and promote guidelines for sustainable tourism.
- Consider sustainable tourism as a budding industry with workforce needs and entrepreneurial opportunities.

GOVERNMENT AFFAIRS & ADVOCACY

GOAL: Promote stronger government affairs & advocacy efforts.

- Build capacity within ESCOG and its partners for improved government affairs, prioritizing relationship-building with the key state and federal entities who directly impact the implementation of CEDS strategy recommendations.
- Study the broader economic impact of regional strategy recommendations to garner more support from state and federal government agencies.
- Equip local government partners with knowledge and capacity for identifying and securing federal funding to ensure relevant opportunities can be pursued.

HOUSING AVAILABILITY & LAND USE

GOAL: Increase stock and availability of housing units with a focus on affordability for regional workforce.

- Increase amount of available land for private development.
- Work to improve and expand housing stock on available land.
- Expand additional housing options within affordable range for regional workforce.

The strategic action plan includes an evaluation framework to support implementation. It provides action steps, timelines for implementation, suggested metrics, and possible funding sources. The ESCOG will review progress on an annual basis and use the evaluation framework to assist with submission of the CEDS Annual Performance Report required of the EDA. Strategies and implementation plans may be updated as new information is gathered or new priorities are identified.

Recent updates to the EDA's guidelines for the CEDS process include that the concept of economic resilience must be incorporated into the process and the final plan. In the Eastern Sierra CEDS, economic resilience emerged as a theme that touched several main themes and priority areas and is incorporated in several key areas throughout the plan.

Introduction

This CEDS represents a commitment towards collaborative economic development between key stakeholders in Alpine, Inyo, and Mono Counties. These counties comprise the Eastern Sierra region of California, and together are planning for economic prosperity through the leveraging of shared strengths and navigation of shared challenges.

The plan will be adopted by the Eastern Sierra Council of Governments (ESCOG), which includes Inyo and Mono Counties as members. Alpine County will adopt the plan through a resolution and work closely with ESCOG and its member agencies throughout implementation.

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2

Organization description provided by [ESCOG](#)

What is a CEDS?

A Comprehensive Economic Development Strategy (CEDS) is a unified, regionally focused action plan that provides a framework for an area's economic growth and community development. The CEDS serves as an economic blueprint for the region and establishes a collaborative process that will help create jobs, foster more stable and diversified economies, and improve living conditions. It is a continuous planning process that addresses the economic challenges and opportunities of an area, providing objectives to strengthen economies through regional strategies which focus on economic and workforce development, quality of life, transportation, and other vital infrastructure. This five-year CEDS will guide the direction of the Eastern Sierra region from 2024-2029, encouraging new, collaborative efforts at the regional and local levels.

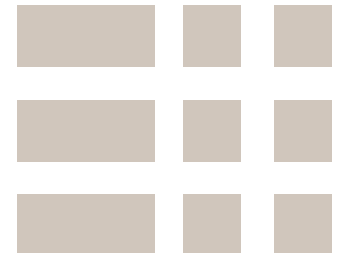
The Eastern Sierra CEDS addresses the four required elements of a CEDS, including:

- **Summary Background** of the region's economic conditions and demographics.
- **SWOT Analysis** to identify the region's strengths, weaknesses, opportunities, and threats.
- **Strategic Direction/Action Plan** to incorporate tactics identified through the planning process, other plans, and stakeholder feedback to develop the priority strategies for the region.
- **Evaluation Framework** to identify and monitor performance measures associated with the plan.

For more information about the EDA and investment priorities related to CEDS, please visit <https://www.eda.gov/funding/investment-priorities>.

Eastern Sierra Comprehensive Economic Development Strategy

The CEDS builds on the region's strengths, prioritizes key regional priorities, and emphasizes intentional collaboration to encourage coordinated growth and prosperity, as informed by data analysis and stakeholder engagement. The 2024-2029 Eastern Sierra Regional CEDS was designed for regional, city, and county economic development practitioners, business leaders, elected officials, and stakeholders implementing programs that support the growth of businesses and enhance opportunities for individuals to access economic mobility in the region. The key component of this CEDS is to maintain and bolster the regional economy and job growth by continued linkage of the region's workforce skills and strengths, recreational assets and amenities, and to meet the needs of high-growth and emerging industries by maximizing assets in each of the three counties.



Summary Background and Regional Overview

Cultural Assets

General Community Culture

The Eastern Sierra region in California includes Alpine, Inyo, and Mono Counties. The region boasts a rich history of mining, ranching, and agriculture, which has influenced the region's cultural heritage, and it is also known for its stunning natural beauty and abundance of outdoor recreational experiences. The region is home to the Sierra Nevada Mountain Range, including Mount Whitney, the highest peak in the contiguous United States, as well as a few national forests, wilderness areas, and state and national parks. Residents and visitors can experience desert and mountain landscapes with access to lake settings as well. The Eastern Sierra region is largely rural, with many small towns and communities scattered throughout the region. These rural areas offer a unique blend of traditional and modern lifestyles, with a focus on outdoor recreation and a connection to the natural environment.

Tribal Communities

The Eastern Sierra Region includes a significant population of indigenous communities. Each tribe has a rich history in the region and provides meaningful economic impact for the counties in which they are located.

Alpine County is densely populated with indigenous people making up about a quarter of the entire county's population³. It houses some land belonging to the Washoe Tribe of California and Nevada, though most of the tribe's land and resources reside in Nevada. The Hung-A-Lel-Ti Community, also known as the Woodfords Community is the Southern band of the Washoe Tribe and is located in the Woodfords/ Markleeville area of Alpine County. Key assets here include the Woodfords Indian Education Center (WIEC) which provides education services to tribal youth and the Hung-A-Lel-Ti Wellness Center and Gym which hosts recreational activities and aspires to offers Washoe language and cultural classes for the community.



³ [Headwaters Economics](#) and [U.S. Census Bureau](#)

Inyo County is home to the Fort Independence Tribe of Paiute Indians, Bishop Paiute Tribe, the Lone Pine Paiute-Shoshone Tribe, the Big Pine Paiute Tribe of the Owens Valley, and Timbisha Shoshone Tribe of Death Valley. Inyo County’s active economic development efforts put forth by tribal communities have led to many unique assets. A large travel plaza within the Fort Independence reservation welcomes visitors to the area’s natural desert beauty. The Bishop Paiute Tribe boasts an exciting casino and commercial park that currently houses a Bureau of Land Management facility, DMV office, the Toiyabe Indian Health Project, and more. Finally, the Owens Valley Paiute-Shoshone Cultural Center is a critical resource for the entire Eastern Sierra region in terms of historic preservation and community programming, as a center dedicated to sharing and preserving the history and cultural heritage of those indigenous to the Owens Valley.

Mono County is home to the Bridgeport Indian Colony, Utu Utu Gwaitu Tribe of the Benton Reservation, Mono Lake Kutzadika’a Tribe, and Antelope Valley Indian Community. These tribes maintain strong connections to their land, traditions, and communities which influence many of their current activities. Benton Station, owned and operated by the Benton Paiute Reservation, has been running for several years and is a beloved stop for travelers visiting Yosemite National Park and surrounding attractions. The Bridgeport Indian Colony has taken a leadership position in Northern Mono County by recently purchasing the Walker Country Store and Bridgeport General Store. Mono Lake Kutzadika’a Indian Community Cultural Preservation Association organizes traditional walks annually coordinating with neighboring tribes to experience the land and ecosystems and pass down valuable historic knowledge.

Tribal Communities in the Eastern Sierra Region	County
Washoe Tribe of California and Nevada	Alpine
Antelope Valley Indian Community	Mono
Bridgeport Indian Colony	Mono
Mono Lake Kutzadika’a Tribe	Mono
Utu Utu Gwaitu Tribe of the Benton Reservation	Mono
Big Pine Paiute Tribe of the Owens Valley	Inyo
Bishop Paiute Tribe	Inyo
Fort Independence Tribe of Paiute Indians	Inyo
Lone Pine Paiute-Shoshone Tribe	Inyo
Timbisha Shoshone Tribe of Death Valley	Inyo

Table 1: Tribal Communities in the Eastern Sierra Region

Regional Tourism Assets

There is significant pride across the region for the unique, accessible natural assets that attract visitors from near and far. Many visitors that come to the region for various recreation and tourism activities are residents of other areas in California. For example in Mono County, Californians comprised nearly half of the County's total visitation in 2018⁴. Other visitors to the region come from all corners of the United States, as well as internationally, due to the draw of well-known assets including, but not limited to, Death Valley National Park and the Pacific Crest Trail. The region's tourism partners showcase a wide range of experiences and activities, including guided tours and maps around themes of leaves changing and arts and culture, hot spots for wildflowers and fishing, theater festivals, and outdoor recreation activities for all four seasons. The region houses several museums that showcase artifacts and tell the stories of the tribes and settlers that have contributed to the rich history in the region.

Outdoor enthusiasts can enjoy a wide range of activities in the Eastern Sierra, including hiking, backpacking, camping, fishing, hunting, rock climbing, mountain biking, and winter sports such as skiing and snowboarding. The region is also a popular destination for water sports, with numerous lakes, rivers, and streams offering opportunities for boating, kayaking, canoeing, and paddleboarding.



Natural Assets

The Eastern Sierra region's natural assets are plentiful⁵. Death Valley National Park is located in the southeastern part of Inyo County and features breathtaking landscapes, including sand dunes, salt flats, and rugged mountains, and offers a wide range of activities for visitors, including but not limited to hiking, camping, wildlife viewing, and stargazing. Mono County boasts the Mammoth Lakes area, with world-class skiing and snowboarding. The John Muir Wilderness in the Inyo National Forest spans 100 miles across the Sierra Nevada mountain range and offers some of the best backpacking opportunities in the region. The Pacific Crest National Scenic Trail, including the John Muir Trail, spans 2,650 miles from Mexico to Canada and passes through Alpine, Inyo, and Mono Counties, a unique experience for backpackers and equestrians.

A non-exhaustive list of notable natural assets includes:

- Alabama Hills Recreation Area
- Ancient Bristlecone Pine Forest
- Ansel Adams Wilderness
- Bodie State Historic Park
- Carson River Hot Springs
- Death Valley National Park
- Devils Postpile National Monument
- Eldorado National Forest
- Headwaters to Lake Tahoe
- Hoover Wilderness
- Humboldt-Toiyabe National Forest
- Inyo National Forest
- Manzanar Historical Site
- Mono Basin National Forest Scenic Area
- Mono Lake Tufa State Natural Reserve
- Mount Whitney in the Sierra Nevada range
- Sierra National Forest (just outside the region)
- Stanislaus National Forest
- Yosemite National Park (just outside the region)

Demographic and Socioeconomic Data

Population Estimates

The data presented in this section has been collected for the purpose of identifying trends and other aspects associated with economic development strategies. In many cases the data comes from public sources such as the U.S. Census Bureau (Census) and the American Community Survey (ACS), for which the 2021 5-Year Estimates are presented. These data sets are widely regarded as the most accurate estimates available. However, these sources do have their limits. In the case of very low-population regions, the ACS estimates have an unusually high reported margin for error. Such is the case with Alpine County, California⁶. Because Alpine County is only one of three counties presented in much of the data sets and estimates below, the effect on the overall accuracy is not necessarily problematic. However, in situations where only Alpine’s estimates are presented, the uncertainty in this data should be considered.

POPULATION TRENDS 2010-2025



Figure 1: Eastern Sierra Region Population Trends, 2010-2025 (proj.). Sources: ACS/ Lightcast Q1.2023.

⁶ For example, the estimated 2021 population for Alpine County is 1,344, but the Margin of Error (MoE) is stated as a plus or minus 228. This means that the ACS estimates with 95% certainty that Alpine County’s population is somewhere between 1,116 and 1,572. These high MoEs suggest a relatively large uncertainty in the accuracy of the data presented.

Age

The population pyramid in Figure 2 contains the population, gender, and age distribution estimates for the three-county region. Of note is the 20+ percent of the population that is older than the “retirement age” of 65. Adding individuals 55-64 years old who are “approaching retirement” brings the number of individuals over 55 years to 36.44% of the population. This is ten percentage points higher than the statewide average. For context, there are fewer individuals between 25 and 54 years of age in the region of Alpine, Inyo, and Mono counties than over 55 years of age.

This aging population may pose a threat to the regional economy in the coming years as another 16.3% of the population will reach age 65 in the next ten years. This likely means that more people will exit the workforce than will enter it if current trends remain consistent. An aging population can also place a greater strain on regional resources, infrastructure, and services.

EASTERN SIERRA REGION POPULATION PYRAMID

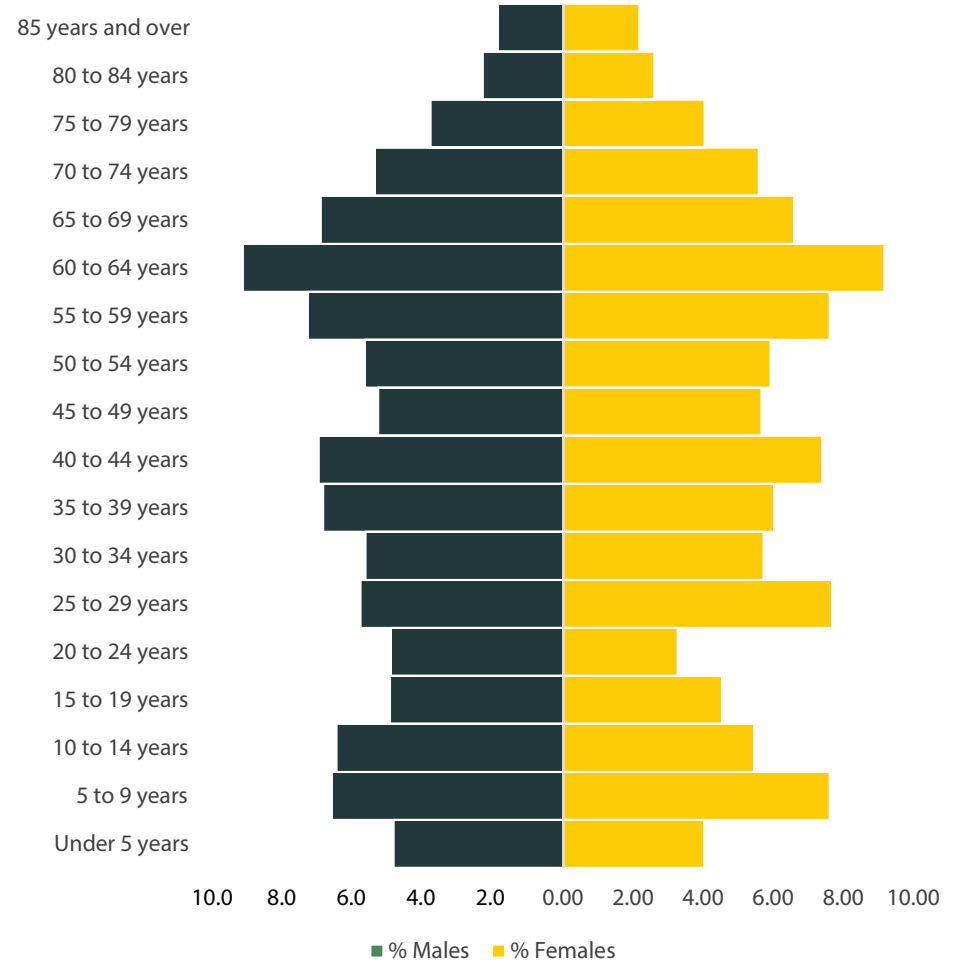


Figure 2: Eastern Sierra Population Pyramid, Source: 2021 ACS 5-Year estimates

Race and Ethnicity

Overall, the racial breakdown of the three-county region is just over three-quarters White, over eight percent American Indian and Alaskan Native, and another 8.5 percent two-or-more races. Mono County has the largest percentage of White and Asian-American residents.

According to ACS estimates, the three-county Eastern Sierra region is roughly one-quarter Hispanic or Latino. Inyo and Mono Counties largely represent a similar ethnic distribution. However, estimates for Alpine County indicate that the population is just under 15% Hispanic or Latino.

POPULATION BY ETHNICITY

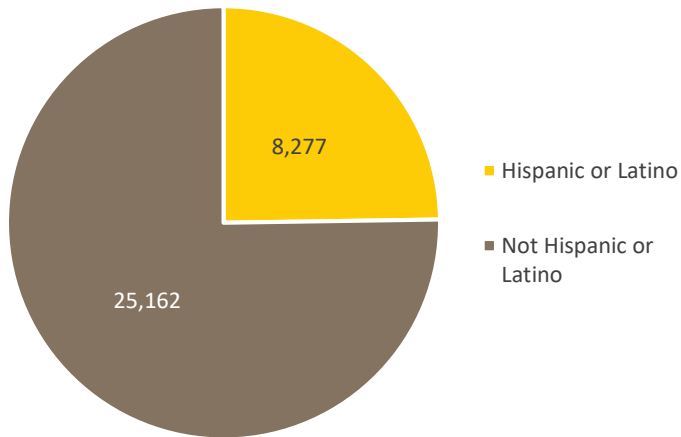
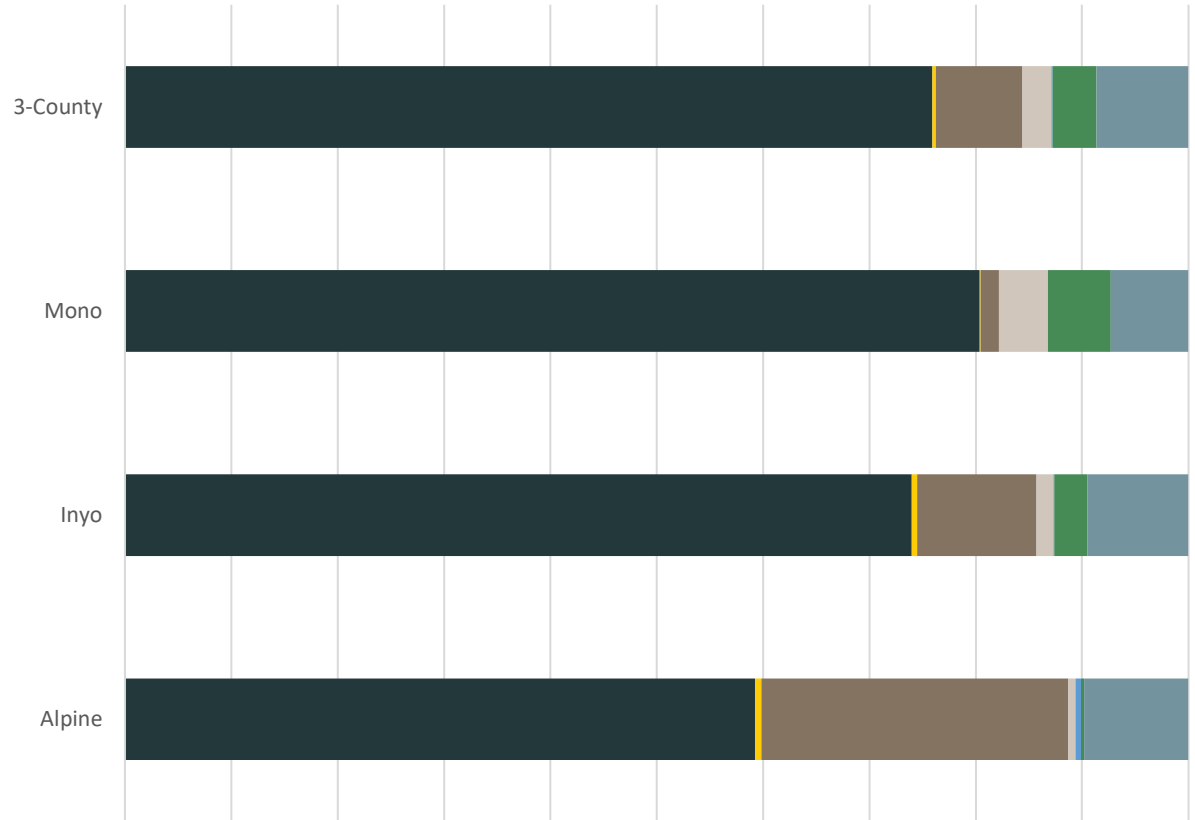


Figure 3: Eastern Sierra Population by Ethnicity, Source: ACS: 2021 5-Year Estimates

POPULATION BY RACE



	Alpine	Inyo	Mono	3-County
White	59.20%	74.00%	80.30%	75.92%
Black or African American	0.60%	0.50%	0.10%	0.34%
American Indian and Alaska Native	28.80%	11.20%	1.70%	8.12%
Asian	0.70%	1.60%	4.60%	2.75%
Native Hawaiian and Pacific Islander	0.50%	0.10%	0.00%	0.09%
Some other race	0.30%	3.10%	5.90%	4.12%
Two or more races	9.80%	9.50%	7.30%	8.65%

Figure 4: Eastern Sierra Population by Race. Source: ACS 2021 5-Year Estimates.

Poverty

According to 2021 statistics, poverty is most prevalent among children throughout the region. While overall poverty is estimated in the three-county region at just over 10.5%, Alpine County is estimated to have the highest rate of poverty at 12%. For residents in the region ages 25 and over, poverty is most prevalent among those who are not high school graduates at 22%. Although White residents make up a vast majority of the counties, the poverty rate for these individuals is below 9%, where poverty rates in the Native American and African American communities is 15.41% and 14.29% respectively.

POVERTY STATUS BY AGE BRACKET

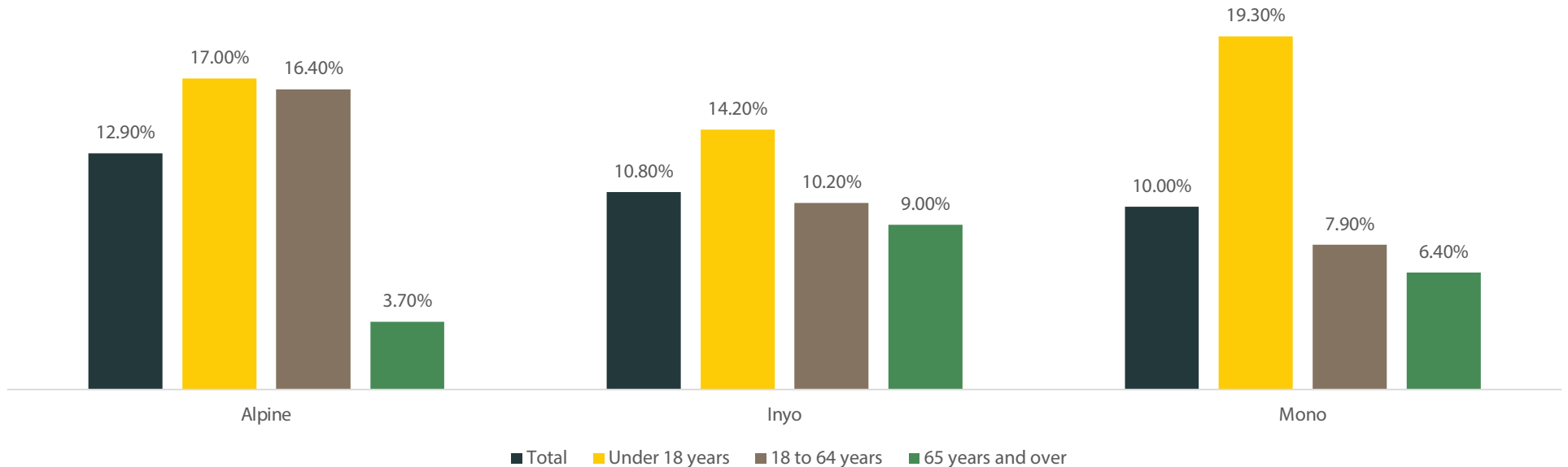


Figure 5: Poverty Status by Age Bracket. Source: ACS 2021 5-Year Estimates.

Housing Statistics

Median Household Income

According to ACS estimates, Alpine County has the highest median household income (MHHI) in the region at \$96,000. This would be higher than the statewide median of \$84,907. However, as is often the case in many popular tourism areas, these figures may be inflated by incomes associated with vacation or other second-homes. It is likely that the median income for full-time residents is significantly lower.

The MHHI for renter-occupied households in all three counties is roughly the same at around \$54,000. For Inyo County, there is an unusually small gap between the MHHI of owner-occupied and renter-occupied households. Alpine County shows the largest gap between these two groups of residents.

MEDIAN HOUSEHOLD INCOME BY TENURE

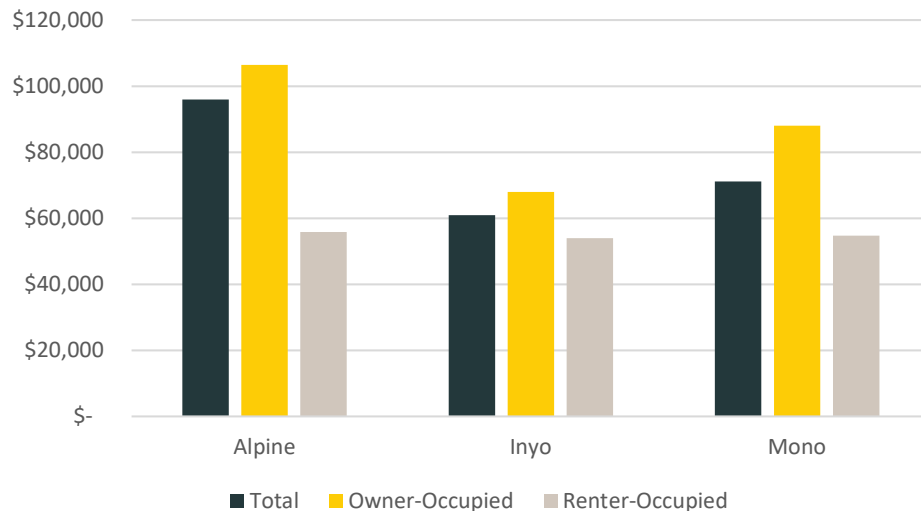


Figure 6: Median Household Income by Tenure. Source: ACS 2021 5-Year Estimates.

Seasonal Homes & Vacancy

Given the region’s natural beauty and recreational appeal, a significant amount of the housing stock is owned by non-permanent residents. Owners of these homes likely use their properties as vacation homes for short-term stays, and they hold permanent residence elsewhere. Since these seasonal homes are unoccupied for much of the year, they are considered to be “vacant” by the American Community Survey. As such, the data associated with the homes (and their owners) is excluded from the analysis of the non-vacant housing stock provided throughout the remainder of this report.

SEASONAL HOMES & VACANCY

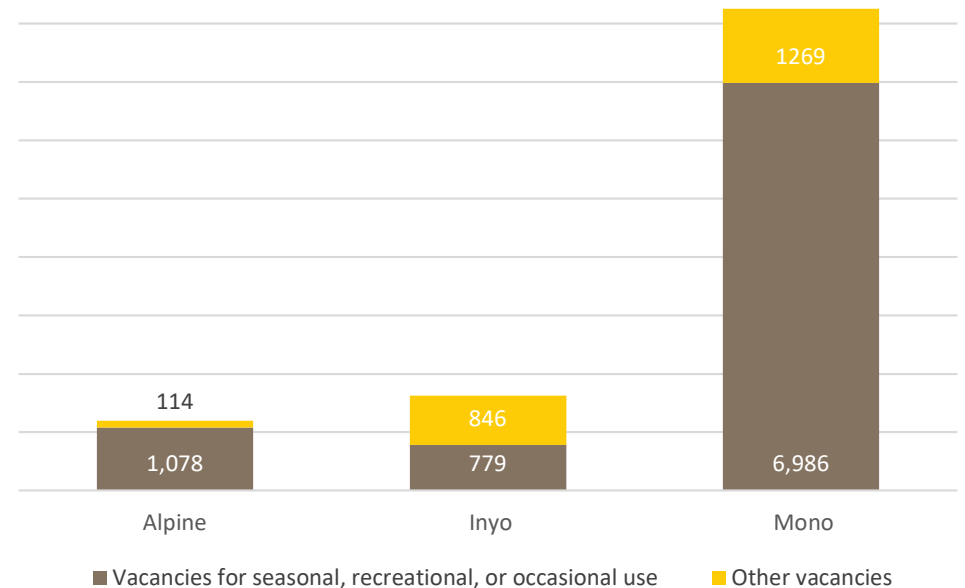


Figure 7: Seasonal Homes & Vacancy. Source: ACS 2021 5-Year Estimates

Housing Costs 2017-2021

From 2017-2021, housing costs across the three counties appear to have been affected differently by the COVID-19 pandemic. These costs rose dramatically in many regions across the country due to the pandemic, and Mono County appears to have shown a similar trajectory with a 31.32% increase in housing costs from 2017 to 2021. Housing costs in Alpine County rose by about 12.4% over the same period. Estimates in Alpine County show a significant adjustment during the years of 2020 and 2021. Housing costs had been dropping in the years leading up to the COVID-19 outbreak but jumped significantly after 2020.

MEDIAN HOUSING COSTS 2017-2021

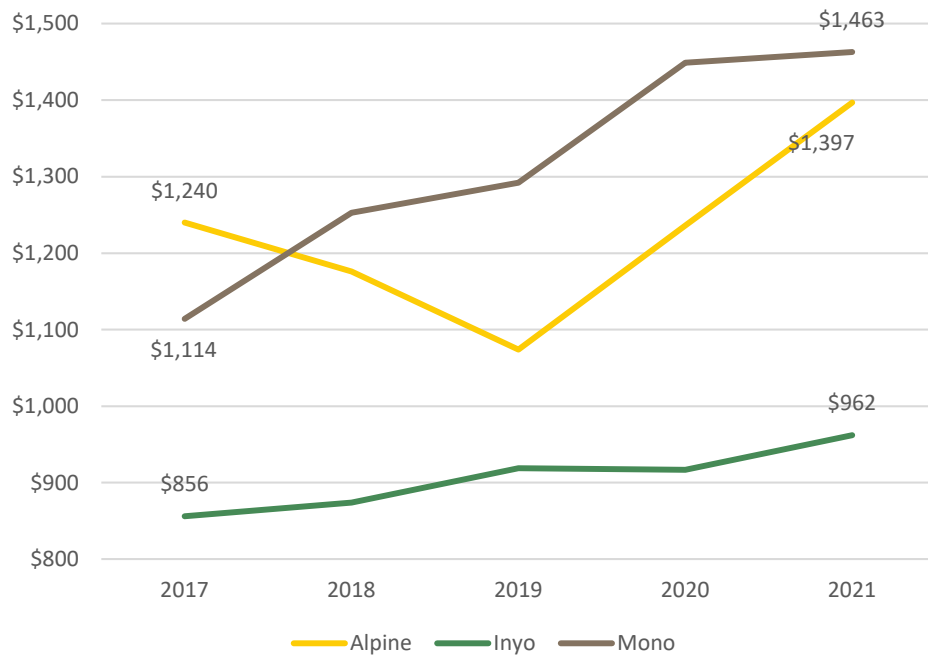


Figure 8: Median Housing Costs 2017-2021. Source: ACS 2021 5-Year Estimates.



Housing Cost Burden

The U.S. Department of Housing and Urban Development (HUD) designates a household as “cost burdened” if more than 30% of the household’s income is spent on housing costs, which include mortgage/rent and utilities. Where housing costs top this 30% threshold, it is determined that the household is having to limit expenses on other essential needs such as food, clothing, etc.

According to ACS estimates, Alpine County has the lowest incidence of housing cost burden, with a highly unusual 10% of renter-occupied households receiving this designation. The causes for this anomaly are yet to be fully determined but is in part the result of higher-than-average income estimates and relatively low median rental costs.

In general, the percentage of cost-burdened households in the three-county region is somewhat low relative to many communities around the country. However, it should be noted that the available ACS data are 5-year estimates, with the most recent data coming from 2021. In the last two years, the housing market has experienced significant shifts which could result in greater cost burden; if regional household incomes have fallen or stagnated while housing costs have risen, the financial strain placed on owners and renters alike could be increasing. While the figures below indicate that between a fifth and a third of residents in the region are spending more than 30% of their income on housing costs, the true incidence of housing cost burden could be higher.

Housing Development and Trends

Housing development, like many types of development across the region, is limited by the lack of privately owned land. New housing development is likely to be infill or redevelopment, as communities have little room to expand. Additionally, some stakeholders noted that second homeowners and short-term rentals further constrict the housing market, driving up prices and limiting housing stock.

PERCENT OF HOUSEHOLDS COST BURDENED BY TENURE

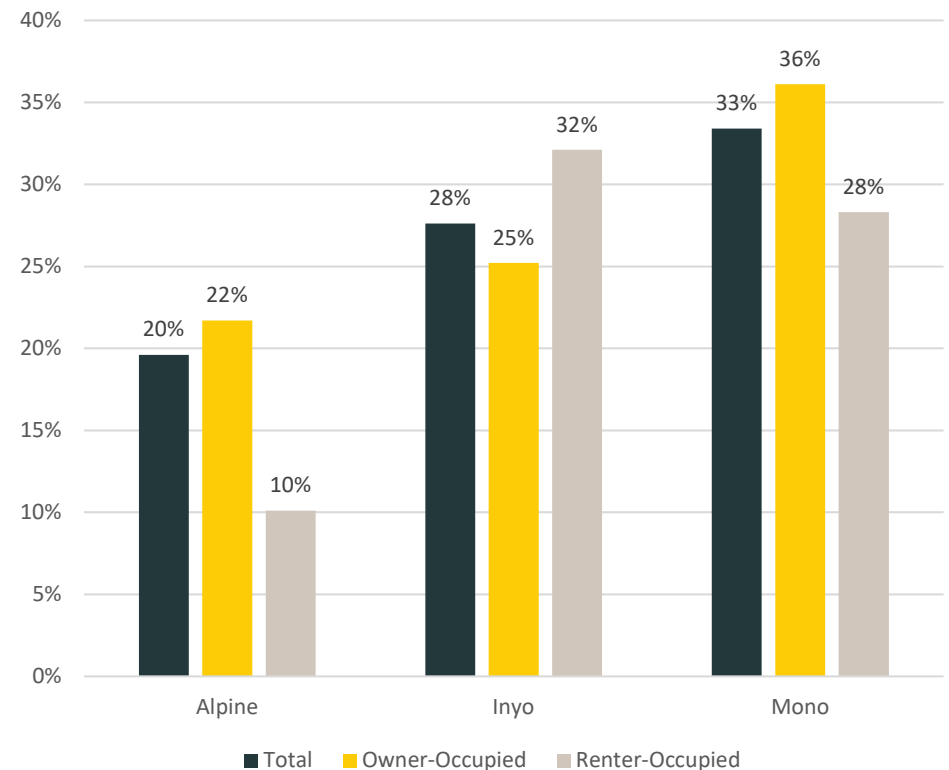


Figure 9: Percent of Households Cost Burdened by Tenure. Source: ACS 2021 5-Year Estimates.

Cost of Living

Table 2 contains cost of living estimates in Alpine, Inyo, and Mono counties as determined by the MIT Cost of Living Calculator⁷. These figures compare what is considered a “living wage” and “poverty wage” to the state’s minimum wage. In almost all cases, the minimum wage does surpass the poverty wage throughout the region, although in some cases it does not. According to these estimates, the minimum wage is not considered a living wage for any type of household. While this is not necessarily uncommon, it is not currently possible in any scenario to live comfortably on a minimum wage in the region.

	1 ADULT (1 WORKING)				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Alpine												
Living Wage	\$16.39	\$35.08	\$45.57	\$61.40	\$26.80	\$33.63	\$38.58	\$43.82	\$13.40	\$19.69	\$25.07	\$30.65
Poverty Wage	\$6.53	\$8.80	\$11.07	\$13.34	\$8.80	\$11.07	\$13.34	\$15.61	\$4.40	\$5.54	\$6.67	\$7.81
Minimum Wage	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50
Mono												
Living Wage	\$18.48	\$39.33	\$52.97	\$72.23	\$28.40	\$35.43	\$40.38	\$46.06	\$14.20	\$21.80	\$28.46	\$35.91
Poverty Wage	\$6.53	\$8.80	\$11.07	\$13.34	\$8.80	\$11.07	\$13.34	\$15.61	\$4.40	\$5.54	\$6.67	\$7.81
Minimum Wage	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50
Inyo												
Living Wage	\$16.60	\$35.57	\$46.61	\$63.00	\$27.17	\$33.65	\$38.61	\$43.86	\$13.59	\$19.93	\$25.55	\$31.40
Poverty Wage	\$6.53	\$8.80	\$11.07	\$13.34	\$8.80	\$11.07	\$13.34	\$15.61	\$4.40	\$5.54	\$6.67	\$7.81
Minimum Wage	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50	\$15.50

Table 2: Eastern Sierra Cost of Living. Source: MIT Cost of Living Calculator.

⁷ [MIT Living Wage Calculator](#)

Community Health

Table 3 displays the 2023 County Health Rankings for the State of California⁸. Prepared by the University of Wisconsin Population Health Institute, the County Health Rankings and Roadmaps program develops health metrics for nearly every county in the country. These rankings represent data from dozens of measures from health outcomes and behaviors. In Table 2, the county ranks (from 1 to 58, encompassing all California counties) are provided for each of the Eastern Sierra counties based on its score for each ranked measure.

County	Length of Life	Quality of Life	Health Behaviors	Clinical Care	Social & Economic Factors	Physical Environment
Alpine County	29 th	21 st	29 th	49 th	53 rd	1 st
Inyo County	45 th	45 th	28 th	36 th	21 st	2 nd
Mono County	1 st	34 th	25 th	31 st	12 th	6 th

Table 3: Community Health Rankings for Eastern Sierra Counties. Source: University of Wisconsin Population Health Institute.

Labor Force Analysis

Labor Force Participation

Although the three-county Eastern Sierra region exhibits a 64.6% Labor Force Participation Rate (LFPR), the regional numbers are significantly impacted by the higher LFPR in Mono County (82.4%). The lower rates in Alpine and Inyo Counties likely reflect national trends that show lower labor force participation in areas with indigenous communities, especially those living on reservation lands⁹. For comparison, statewide LFPR in 2023 has hovered around 62.1%, and US LFPR has hovered around 62.6% for the same time period.

County	Civilian, Non-Institutionalized Population (16+ years)	Labor Force	Labor Force Participation Rate (LFPR)
Alpine	1,137	578	50.8%
Inyo	15,472	8,236	53.2%
Mono	10,773	8,879	82.4%
3-County Region	27,382	17,693	64.6%

Table 4: Labor Force Participation Rates. Source: Lightcast, 2023.Q1.

9 [A 2019 report from the U.S. Bureau of Statistics \(BLS\)](#) detailed these trends, showing that “American Indians and Alaska Natives (AIAN) had... a higher unemployment rate, and a lower labor force participation rate than the overall U.S. population. In addition, the unemployment rate was higher for AIANs who lived in an AIAN area—that is, a federal or state American Indian reservation or off-reservation trust land, tribal statistical area, or Alaska Native village statistical area—than AIANs who lived elsewhere.”

Unemployment

As Figure 9 demonstrates, unemployment rates across the three counties remained relatively close to one another up to 2019, with Alpine County showing slightly higher unemployment. Inyo County’s labor force participation was affected the least by the COVID-19 pandemic.

UNEMPLOYMENT RATES 2016-2021

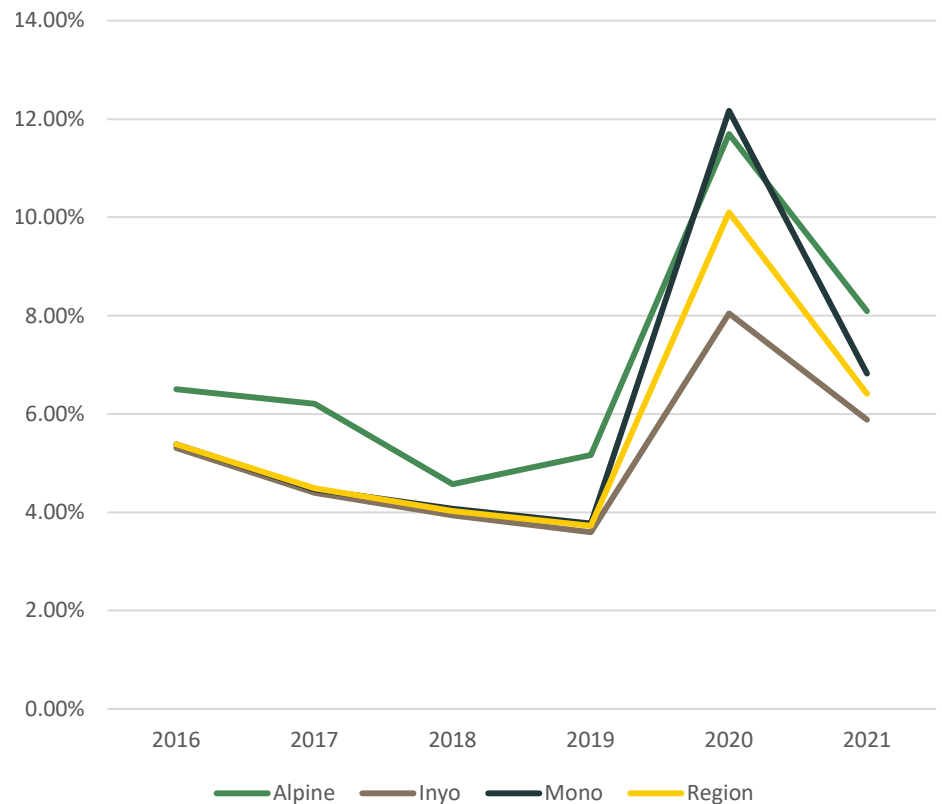


Figure 10: Unemployment Rates 2016-2021. Source: ACS 2021 5-Year Estimates.

Job Opportunities in the Region

Healthcare jobs lead the region in terms of monthly job postings, with administrative, sales, maintenance, management, and food service roles following and closely grouped together. Job postings represent opportunities in a range of industries and occupations, indicating that the region can support residents with diverse and varied skillsets. Of the top occupations in terms of job postings, high levels of educational attainment may not be required, but technical training or some post-secondary education is likely needed to meet job requirements.

Occupation	Unique Average Monthly Postings (Apr 2022 - Mar 2023)
Healthcare Practitioners and Technical	50
Office and Administrative Support	30
Sales and Related	29
Installation, Maintenance, and Repair	29
Management	27
Food Preparation and Serving Related	26

Table 5: Average Monthly Job Postings for Eastern Sierra Region. Source: Lightcast Q1.2023.



Educational Attainment Levels

Among Eastern Sierra counties, Mono ranks last in educational attainment levels at the low end, with over 6% of the population never entering high school and another 7% not finishing high school. All three counties rank evenly with nearly a quarter of the population having attended some college but without earning a degree. Alpine County ranks highest among the three with bachelors and graduate degrees.

The region does have some opportunities for its residents to pursue higher education locally through institutions like Cerro Coso Community College in the Kern Community College District. They have campuses in Bishop and Mammoth Lakes in addition to online-only offerings. However, the community college, along with new and existing skills training providers, could be leveraged better to play a more prominent role in the region's economic and workforce development.

County	Less than 9 th Grade	Some HS, No Diploma	HS Diploma	Some College, No Degree	Associate's Degree	Bachelor's Degree	Graduate Degree and Higher
Alpine	3.1%	2.1%	21.0%	24.6%	4.2%	23.3%	21.6%
Inyo	3.1%	4.7%	30.9%	24.5%	9.1%	16.3%	11.4%
Mono	6.3%	7.3%	22.2%	24.7%	10.9%	18.1%	10.4%
Eastern Sierra Region	4.3%	5.6%	27.1%	24.6%	9.6%	17.3%	11.4%
California	8.9%	7.1%	20.7%	20.2%	8.0%	21.7%	13.4%
United States	4.7%	6.2%	26.3%	19.8%	8.8%	20.8%	13.3%

Table 6: Educational Attainment. Source: Lightcast Q1.2023.

Infrastructure Assets

Physical infrastructure is an important component to any community, but even more so in the Eastern Sierra region where connectivity is vital to supporting the tourism industry that contributes largely to the region's economy. Safe roads, public transportation networks, air service and more are essential in providing visitors with a seamless and enjoyable experience, encouraging repeat visits, and attracting more tourists to explore the area's abundant natural assets, like those listed earlier.

Highways and Interstates

Major thoroughfares connect the region to surrounding geographies. In Inyo County, US-395 runs North-South, CA-190 runs East-West, CA-127 and CA-178 cross the Southeast corner, and I-168 crosses the Northwest corner. In Mono County, US-395 runs North-South, CA-120 runs East-West, and US-6 crosses the Southeast corner. In Alpine County, CA-4 connects the Southwest and Northeast corners, CA-88 North crosses the Northwest corner, and CA-89 connects CA-4 and CA-88.

Public Transportation

In Alpine County, public transportation options include Alpine County Community Development's Dial-A-Ride program, which operates Monday through Friday from 8am to 9pm to a limited number of destinations in the county and the surrounding areas for a small fee. While Amtrak and Greyhound do not operate directly in Alpine County, some stops outside the county can be accessed by residents via the Dial-A-Ride program.

The Eastern Sierra Transit Authority exists as a joint agency serving Inyo and Mono Counties and provides routes throughout the region accessible from several in-demand locations. Limited ground transportation options exist outside of the region, with routes to Lancaster and Reno running Monday through Saturday, excluding holidays. Expanding and improving access to public transit is a priority for the two counties, as a more robust system could serve indigenous communities and through-hikers as well as facilitate any forced evacuation necessary in response to natural disaster.



Airports

Although no international airports or major commercial airports exist in the region, residents and tourists are mostly served by neighboring Los Angeles International Airport, Reno/Tahoe International Airport, Sacramento International Airport, and Las Vegas Harry Reid International Airport.

The region does contain regional and general aviation airports, including Eastern Sierra Regional Airport in Bishop offering seasonal commercial service to Denver and San Francisco as well as Mammoth Yosemite Regional Airport near Mammoth Lakes. Other general aviation airports include Independence, Lone Pine, Furnace Creek, Trona, Lee Vining, and Bryant.

In 2005, an industrial site feasibility analysis identified potential for a light industrial park/real estate opportunity related to the footprint of the Eastern Sierra Regional Airport in Bishop. Should that project and infrastructure-related needs that would support that project rise to a priority level for planning and funding, this could contribute to economic diversification opportunities for current and future businesses in need of an expanded industrial real estate footprint.



Broadband & Cellular Service

Connectivity in the region is poor compared to federal goals and minimum thresholds for service. Although data about levels of service reported to the FCC by internet service providers is not made publicly available in real time, Form 477 indicates that for much of the region, no provider reports service faster than the minimum threshold to be considered broadband, 25/3mbps.

Speed test results reinforce the level of service providers report, with large portions of the region producing average speed test results below 25/3mbps. Slow speeds are likely the result of legacy technology or wireless infrastructure failing to meet consumers not in close-range.

Poor broadband and cellular connection impact quality of life and economic opportunities for residents, but it also poses a threat in terms of emergency response and public safety. Gaps in cellular connection regionwide make emergency communication challenging for those who may be in need of immediate assistance, and those who may be responding.

Although existing service is less than adequate to meet the needs of residents relying on broadband connectivity for work, school, or leisure, a significant fiber backbone exists in the region as a resource for potential network expansion. Regional officials are currently engaging providers to discuss potential buildout from existing infrastructure.

Important state investments in broadband are incoming through California Senate Bill 156, which was signed into law in July of 2021. The bill has allocated roughly \$6 billion for the construction of a statewide open access middle-mile network, some last mile infrastructure, a loan loss reserve for local governments, and local technical assistance grants. Engagement throughout planning and last-mile allocations could help to close existing broadband gaps across the region.

In addition to California SB 156, it was announced in June 2023 that the State of California will receive approximately \$1.86 billion in funding from the federal Broadband, Equity, Accessibility, and Deployment (BEAD) grant program, created to ensure all Americans can access affordable, accessible, and reliable high-speed internet service by 2030. This is an important advocacy opportunity for the region to ensure the region receives a fair share of California's BEAD funds to improve high-speed internet access for residents and businesses.

Regional Environmental Considerations

Alpine County was founded at the onset of the discovery of silver deposits in the Sierra Nevada Mountains, and since its formation residents have celebrated the beauty of the landscape and the natural resources present while simultaneously recognizing the natural hazards and conservation needs that accompany the landscape. The county is 96% public land, and residents and local officials are invested in preserving the natural assets present.

Mono County, with arid valleys alternating between Eastern Sierran peaks, was also formed at the onset of the discovery of natural resources in the area. The gold rush attracted thousands of new residents, some of whom continued to stay and ranch or engage in other enterprise after mining for gold was no longer lucrative. Roughly 94% of Mono County is publicly owned.

Inyo County also contains arid valleys and tall peaks, with silver mines originally drawing settlers to the area. Those originally drawn to the area to mine silver expanded to salt, tungsten, and borax. Mining was lucrative throughout the early 1900s, with ranching activity also popular among settlers. Roughly 98% of Inyo County is publicly owned.



Energy Supply

Alpine County

Alpine County Residents receive energy from providers Liberty Utilities, Pacific Gas & Electric, and Kirkwood Meadows Public Utility District. Power lines supply energy to county residents and businesses, but the lines are especially vulnerable due to the environmental extremes the area experiences. Historically, high winds, severe thunderstorms, wildfires, public safety power shutoffs, and winter storms have been the main causes of electrical utility loss in Alpine County. The fragmented water and wastewater utility provision in the county stands to be uniquely affected by power outages, as many do not have backup generators per the county's 2018 Hazard Mitigation Plan¹⁰.

Mono County

Privately-owned Southern California Edison serves the Town of Mammoth Lakes and most of Mono County. Unincorporated Coleville and Walker are served by Liberty Utilities, and the southeastern tip of the county is served by member-owned Valley Electric Transmission. The county is primarily served by two main transmission lines and 13 substations, and failure or disruption of a line or substation due to natural hazards or equipment malfunction is a more-frequent countywide disruption.

Inyo County

Three agencies provide electricity to Inyo County: Southern California Edison serves most of the county, and Los Angeles Department of Water and Power (LADWP) and The Valley Electric Association serve some smaller communities. The county has 17 power plants, 14 hydroelectric facilities, and three geothermal power plants. The county has two major power lines and 25 substations, which must remain secure in order to prevent outages.



Water Quality & Supply

Aging infrastructure and environmental hazards may threaten water quality for humans and for wildlife. Regionally, provision of water is fragmented and relies on several small suppliers with limited resources and communication. Additionally, many residents rely on private wells and septic systems for their daily water supply. Hazard mitigation strategies focus on preserving water resources and ensuring the resilience of water infrastructure.

Much of the region's land is owned by the City of Los Angeles and is restricted for use as an important watershed for the city. This extreme restriction on land use within the region for the benefit of communities outside the region has been a topic of contention politically and has contributed to the extremely limited land that is available to the region for development.

Alpine County

A few public utility districts operate or provide water services in Alpine County, including Bear Valley Water District, Kirkwood Meadows Public Utility District, Markleeville Public Utility District, South Tahoe Public Utility District, and Washoe Utility Management Authority. Private utility companies Lake Alpine Water Company, Markleeville Water Company, and Woodfords Mutual Water Company also provide water and wastewater services to consumers.

Mono County

Largely unincorporated Mono County is supplied through a number of special districts tapping into groundwater wells. Other areas rely on private wells and septic systems for their water supply. Although Mono Lake exists in the region as a significant resource, the LADWP diverts water that previously flowed into the lake and has rights to the surface water as part of a controversial purchase.

Inyo County

Similar to Mono County, a controversial purchase by the City of Los Angeles limits the water resources that county residents can access. Los Angeles purchased water rights to the Owens River and diverts almost all of the water through an aqueduct. Many water systems exist in the county relying on groundwater and surface water.

Air Quality

Wildland fires pose the biggest threat to air quality in the region. Residents must remain alert to air quality reports when in proximity to a wildland fire, as it can take weeks for smoke and fire-related particulates to clear.

Recent wildland fire seasons have run longer than anticipated and resulted in air quality alerts to the Eastern Sierra from the Great Basin Unified Air Pollution Control Board. Sensitive groups including those with respiratory illnesses must be especially cautious in response to these alerts.

The Great Basin Unified Air Pollution Control Board also highlights the emptied Owens Lakebed¹¹, from which water was diverted to the City of Los Angeles in 1913, as one of the largest sources of particulate matter less than 10 microns in diameter, known to cause health problems when inhaled. The particulate matter affects those living up to, and in some cases exceeding, 50 miles from the lakebed, and mitigation efforts have been focused on the area, but dangerous particulate matter still remains.



Climate Change & Hazard Mitigation

Climate change is expected to exacerbate existing hazards in the region and to contribute to increased frequency and extremity of natural disasters including wildland fires, drought, dam vulnerability, and more.

Existing hazard mitigation plans were developed prior to 2020 and chose not to profile the hazard type “Epidemic,” as no recent or historic events had occurred at the time. Soon after, COVID-19 interrupted all parts of daily life, guaranteeing that future planning efforts will include considerations for similar situations.

All counties elected to assess the risk level of various hazards using slightly different frameworks and methodologies. Hazard profiles included below may lack uniformity but reflect the decisions and priorities of local leaders.

Alpine County

Alpine County’s hazard mitigation plan profiles 10 hazards:

Hazard	Risk Level
Communication/Utility Loss	High
Drought	High
Severe Weather	High
Wildland Fire	High
Earthquake	Moderate
Flood	Moderate
Hazardous Material Event	Moderate
Landslide	Moderate
Avalanche	Low
Dam Failure	Low

Table 7: Alpine County Hazard Classification. Source: Alpine County Hazard Mitigation Plan.

Nature, location, extent, and probability of future events are discussed for each hazard. After extensive profiling, strategies and recommendations were developed to reduce the possibility of damage and losses due to each hazard. Goals include expanding existing avalanche warning systems, updating ordinances pertaining to septic system maintenance, reviewing and retrofitting county buildings and schools to withstand earthquake events, increasing capacity of drainage systems, and adopting a County grading ordinance. The plan also recommends that a feasibility study be conducted to determine whether a biomass-to-bioenergy facility is viable in the county.

Mono County

Mono County’s hazard mitigation plan profiles 12 hazards:

Hazard	Risk Level (1-4)
Wildfire	3.4
Severe Winter Weather & Snow	3.2
Earthquake & Seismic Hazards	2.9
Volcano	2.8
Climate Change	2.8
Drought	2.6
Severe Wind	2.4
Flood	2.3
Landslide	2.2
Avalanche	2.1
Dam Failure	2.0
Hazardous Materials	1.9
Disease/Pest Management	1.6

Table 8: Mono County Hazard Classification. Source: Mono County Multi-Jurisdictional Hazard Mitigation Plan.

Each hazard is discussed in terms of hazard level, hazard history, and likely impacted locations. Risk is also discussed in terms of likelihood and land ownership. Measures recommended to mitigate hazards include improving cell and radio coverage, considering the creation of additional emergency access routes, requiring newly designed structures to be retrofitted to withstand priority hazards, developing a grant program to ensure building exteriors can become code-compliant, maintaining a list of isolated and vulnerable residents who may require special emergency response services, and acquiring properties in avalanche zones.

Inyo County

Inyo County's hazard mitigation plan profiles 10 hazards:

Hazard	Risk Level
Drought	High
Flood	High
Seismic Hazards	High
Severe Weather	High
Wildfire	High
Avalanche	Medium
Dam or Aqueduct Failure	Medium
Disease/Pest Management	Medium
Geological Hazards	Medium
Hazardous Materials	Medium

Table 9: Inyo County Hazard Classification. Source: Inyo County Hazard Mitigation Plan.

Hazards are discussed in terms of history, impacts, locations, extent, future risk, and climate change considerations. Actions for mitigation include improving telecommunication infrastructure, informing residents of potential hazards, restricting access to avalanche-prone areas, encouraging the use of pest-resistant vegetation in landscaping projects, exploring opportunities to diversify water sources, and requiring new development to occur outside of fault rupture hazard zones.



Regional Economic Overview

The region's economy is supported by a robust and diverse outdoor tourism and recreation sector, with Government and Accommodation and Food Services appearing as top industries in terms of number of jobs, location quotient, and competitive effect. The success of these industries can be attributed to the diverse and largely publicly owned natural assets that drive outdoor recreation and tourism across the region.

Government, manufacturing, and utilities are also notable components of the region's economic fabric. Government activity makes up a large portion of the region's jobs and economic activity. The sector is amplified by the National Park Service, National Forest Service, and other federally owned and maintained land. Manufacturing also accounts for a large number of jobs and share of economic output, primarily in beverage and tobacco products (categorized as a single sub-industry at this level of analysis) as well as wood products and electronics. Utilities account for about 110 jobs in the region, which is notable relative to population size and contributes to a high location quotient.

Top Industries

The region's top industries when examining 2-digit NAICS codes enforce the importance of government jobs, which include roles at all levels of government, but excludes public schools and hospitals. Accommodation and food services in addition to retail trade follow Government at key employers in the region and indicate the importance of tourism to the region's economy.

TOP INDUSTRIES BY 2021 JOBS

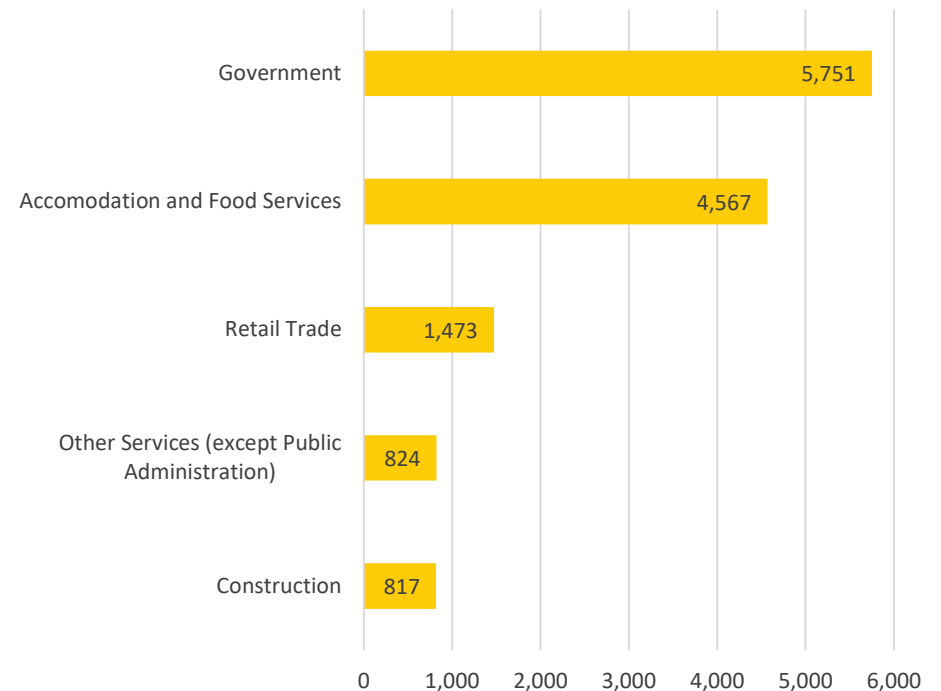


Figure 12: Top Regional Industries by Job Count. Source: Lightcast Q1.2023.

Top Growing Industries

By number of jobs, the Accommodation and Food Services industry was the top growing industry in the region from 2017 to 2022. The estimated 100-job growth only represents a 4% increase for the already robust industry, a lower rate of growth than smaller industries included. It should also be noted that the Accommodation and Food Services industry has the lowest wages and highest location quotient of all industries on the list below, with average annual earnings of \$39,624 (the only top growing industry with average annual earnings below \$50,000) and a location quotient of 3.82 (the only top growing industry to exceed a location quotient of 1).

The agriculture industry has been a focus of regional leaders and elected officials, with a [2020 report](#) outlining opportunities in Mono and Inyo counties. The report outlines the economic impact of the agriculture industry and emerging opportunities for the region, solidifying the industry as a promising field for growth and development.

It must also be noted that growth in certain industries is limited by land availability, given that the majority of the region's land is not privately owned. Interfacing with the agencies responsible for maintaining the region's vast supply of publicly owned land will be a critical step in any industry expansion.

NAICS Code	Industry	2017 Jobs	2022 Jobs	Change in Jobs	% Change in Jobs
72	Accommodation and Food Services	4,935	5,143	207	4%
56	Administrative and Support and Waste Management and Remediation Services	307	408	100	33%
31	Manufacturing	361	454	93	26%
62	Health Care and Social Assistance	468	555	86	18%
23	Construction	766	790	24	3%
48	Transportation and Warehousing	71	87	16	23%
61	Educational Services	95	105	10	11%
11	Agriculture, Forestry, Fishing and Hunting	96	101	5	6%

Table 10: Top Growing Industries in the Eastern Sierra Region, Lightcast 2023

Top Occupations

Regional top occupations include jobs in industries related to tourism and hospitality, with retail, food service, and facilities jobs represented as a sizeable share of the top spots. Healthcare occupations also appear on the list, re-enforcing the importance of the healthcare industry as hospitals also include two of the region's largest employers. The presence of protective service jobs in the region's top occupations indicates again the importance of government-supported positions and mostly include public safety and first-responder positions.

TOP OCCUPATIONS

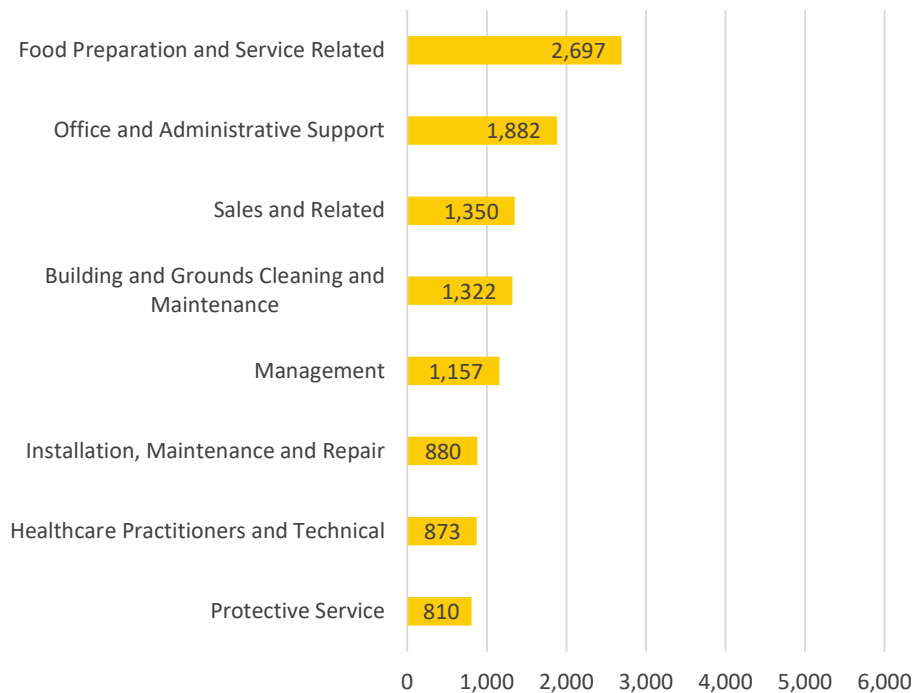


Figure 13: Eastern Sierra Top Occupations by Job Count. Source: Lightcast Q1.2023.

Wages and historic growth in the region's top industries can help to paint a complete picture of the workforce and economic conditions that the region must manage. Of the leading eight occupations, the top three have shed jobs in the past five years, and the following five have added jobs. Jobs loss data in food service, and to a lesser extent, sales, likely is still reflecting pandemic-era job shocks in these industries. Growth in the remaining top industries contribute to a modest total job growth of 266, a reflection of the region's stable population size in recent years.

Of the region's top eight occupations, only three typically support wages adequate to support cost of living in most scenarios. Individuals with children or without a working partner may struggle to manage expenses while working in food service, facilities, sales, and potentially office and administrative work or maintenance and repair work.

Occupation	Growth	Wages
Food Preparation and Serving Related	-416	\$15.86
Office and Administrative Support	-214	\$20.01
Sales and Related	-84	\$15.92
Building and Grounds Cleaning and Maintenance	+96	\$16.27
Management	+282	\$40.98
Installation, Maintenance, and Repair	+85	\$23.62
Healthcare Practitioners and Technical	+73	\$49.33
Protective Service	+29	\$30.49

Table 11: Eastern Sierra Job Growth. Source: Lightcast Q1.2023.

Regional Industry Clusters

In Table 12, the region's top industry clusters are displayed in terms of job count, including their projected growth over a ten-year period from 2018 to 2028 and the average annual earnings per job within the industry. Average earnings significantly above the regional average of \$64,913 are presented in green and those significantly lower are presented in red.

In general, most workers in the Eastern Sierra region are employed by local governments. Food service and accommodation industries employ roughly 5,200 workers, with the food industry projected to continue to grow significantly in the years to come. Jobs in these industry clusters make significantly less than the average earnings in the region and workers in these jobs are likely to struggle to meet the area's cost of living.

Industry (3-Digit NAICS Code)	2022 Jobs	2018-2028 % Job Growth	Avg. Earnings Per Job
Local Government (903)	4,018	7%	\$95,669
Food Services and Drinking Places (722)	2,791	60%	\$34,264
Accommodation (721)	2,476	6%	\$48,293
Federal Government (901)	936	-17%	\$87,168
Specialty Trade Contractors (238)	546	39%	\$61,820
Amusement, Gambling, and Recreation Industries (713)	486	1%	\$46,102
State Government (902)	449	16%	\$113,622
Real Estate (531)	401	-6%	\$61,130

Table 12: Eastern Sierra Top Industries Trends. Source: Lightcast Q1.2023.

Commuting Patterns

Table 13 displays commuting data from two vantage points: where workers live and where workers work. The top half of the table displays the percentage of resident workers (those who live in the region and have jobs) who work in the region and the percentage of those who work outside of the region. As the table shows, nearly 50% of the resident workforce leaves the three-county area for their jobs. Many of these workers are commuting to the larger metropolitan regions of San Francisco, Sacramento, Fresno, San Jose, and Bakersfield as well as neighboring Douglas County in Nevada and around Lake Tahoe¹². Out of state employment destinations include Reno and Las Vegas markets.

Within the region, the largest employment centers are in Bishop (19.2% of Eastern Sierra's resident workers) and Mammoth Lakes (14.7%). 64.3% of all jobs in the region are held by residents. However, only 54.9% of Eastern Sierra resident workers hold jobs in the region itself, whereas 45.1% of resident workers leave the region for their jobs.

	Work in Eastern Sierra	Work Outside of Eastern Sierra
Workers Living in Eastern Sierra Region	54.9%	45.1%
	Live in Eastern Sierra	Live Outside of Eastern Sierra
Workers Employed in Eastern Sierra Region	64.3%	35.7%

Table 13: Where Eastern Sierra Workers Live and Work. Source: U.S. Census OnTheMap.

12

2020 Commuting estimates provided by the U.S. Census Bureau's [OnTheMap](#) website.

Figure 14 depicts the net commuting patterns for the three-county region. As a whole, the Eastern Sierra region is experiencing a net negative as more people are leaving the region for their jobs than are entering it. An estimated 5,140 residents both live and work in the region, while 4,853 residents commute outside of the region to work, and 3,741 residents commute into the region to work. Neighboring counties vary in this measure, with some counties (ex: Fresno) retaining of drawing more workers for employment, while other counties (ex: Amador) have a residential population that tends to commute outside of the county for work.

These commuting patterns would suggest that many Eastern Sierra residents are seeking jobs outside of the region. As was mentioned earlier in the report, two of the Eastern Sierra counties show a low Labor Force Participation Rate, suggesting that even those residents who are employed are having to look outside of the region for either type of occupation or higher wages.

INFLOW / OUTFLOW JOB COUNTS IN 2020

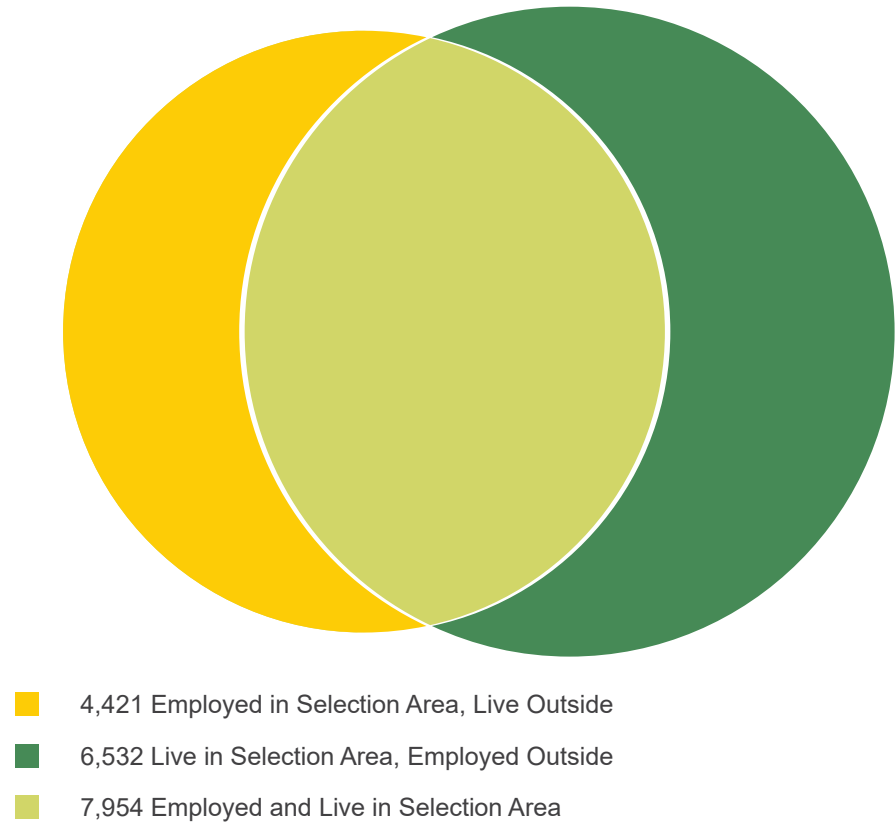


Figure 14: Eastern Sierra Commuting Patterns. Source: U.S. Census OnTheMap

Economic Resiliency

Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. Often, the shocks/ disruptions to the economic base of an area or region are manifested in three ways¹³:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
- Downturns in particular industries that constitute a critical component of the region's economic activity; and/or
- Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.).

A focus on resiliency and recovery has become a global focus, especially in the aftermath of the COVID-19 pandemic. Negative impacts from an economic disaster or event, either natural or manmade, will require some immediate action on the community's part to minimize any threats to future economic challenges. Too often, communities are unprepared for the devastation and destruction that is likely to come post-disaster. By preparing for foreseen economic shocks, communities can endure these situations, and take steps toward long-term recovery.

Establishing Information Networks and Pre-Disaster Recovery Planning

In February 2023, the EDA incorporated "Establishing Information Networks" and "Pre-Disaster Recovery Planning" to enhance a region's ability to address economic resiliency. Because economic development organizations tend to serve as response mechanisms in economic recovery, the region should establish systems to facilitate active and regular communication between the relevant sectors to collaborate on common challenges. This may include standing meetings, a task force, or any format that meets the needs and context of the community. Additionally, regions that are prone to natural disasters have engaged in resilience planning by focusing on the development of disaster recovery strategies, integrated with economic development strategies.

Plans and resources exist at the local/county level to assist with disaster preparedness and response, and there is great opportunity to further enhance planning for disaster recovery across the entire region. Alpine County adopted a Hazard Mitigation Plan in 2018. Inyo County has an Office of Emergency Services with an Emergency Operations Plan and communications to support residents making a disaster preparedness plan. Mono County also has an Office of Emergency Services with a "READY Mono" communications initiative. The Eastern Sierra Wildfire Alliance exists to coordinate stakeholders in Alpine, Inyo, and Mono Counties to address risks and challenges from the threat of wildfires.

SWOT Analysis

SWOT Process

In April of 2023, stakeholders across the Eastern Sierra region in Alpine, Inyo, and Mono counties were invited to participate in one of six engagement workshops over four days. Five workshops were held in person across the region, while one was held virtually to offer a better opportunity for stakeholders in the western part of Alpine County.

These sessions were interactive for participants, introducing the regional background data compiled in advance as well as time spent identifying regional strengths, weaknesses, opportunities, and threats. Participants were given time for individual brainstorming and reflection but spent substantial time in group discussion to rank top SWOT items. All information was collected via a workshop handout as well as on Post-it Notes and note cards.

SWOT session results recorded on note cards were then coded twice, resulting in six key themes used for analysis and to inform the strategic framework of the CEDS. Every item listed as a strength, weakness, opportunity, or threat was categorized into one of the following themes, and analysis was performed across themes, SWOT items, and geography.

Following the review of information from the interactive workshop sessions, an online survey was distributed to seek additional feedback from the greater community. The survey yielded 670 responses (22 in Alpine County, 359 in Inyo County, and 289 in Mono County), and the results are incorporated into the SWOT analysis.

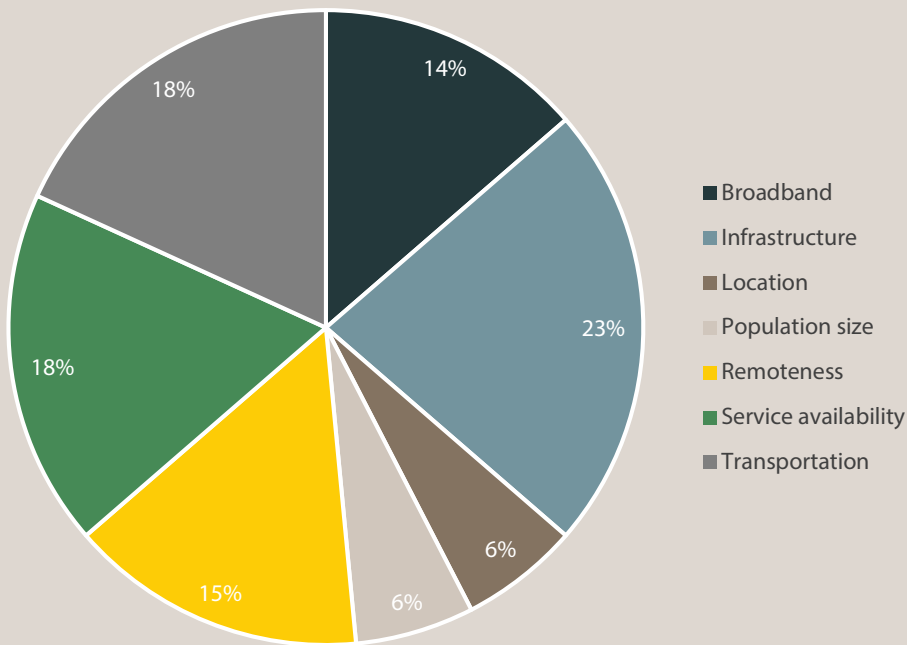
It is important to note that participation from tribal communities was extremely limited. Including tribal communities in the CEDS development process was very important to the steering committee, but this proved to be very difficult. Relationships between tribal leaders and community entities have significant room to grow in strength, including asking tribal leaders what forms of engagement and communication best meet their needs.

Input from stakeholder engagement sessions resulted in the identification of six themes determined to be critical to the region's economic success. The pie charts on the following pages depict the types of items, elements, and sub-themes that comprise each focus area. These items may have been discussed in any context (a regional asset, a deficiency, etc.), but were included as parts of any one of six overarching themes.

Theme 1: Access & Connectivity

From roadways to broadband to air travel, the importance of connectivity was a focus in stakeholder sessions and is supported by regional data and literature. Access and connectivity include inter-regional travel and access for both essential services and leisure, as well as the region's level of connectivity with the surrounding state and nation. Strategic actions towards improving regional access and connectivity will contribute to the region's economic diversity and vitality.

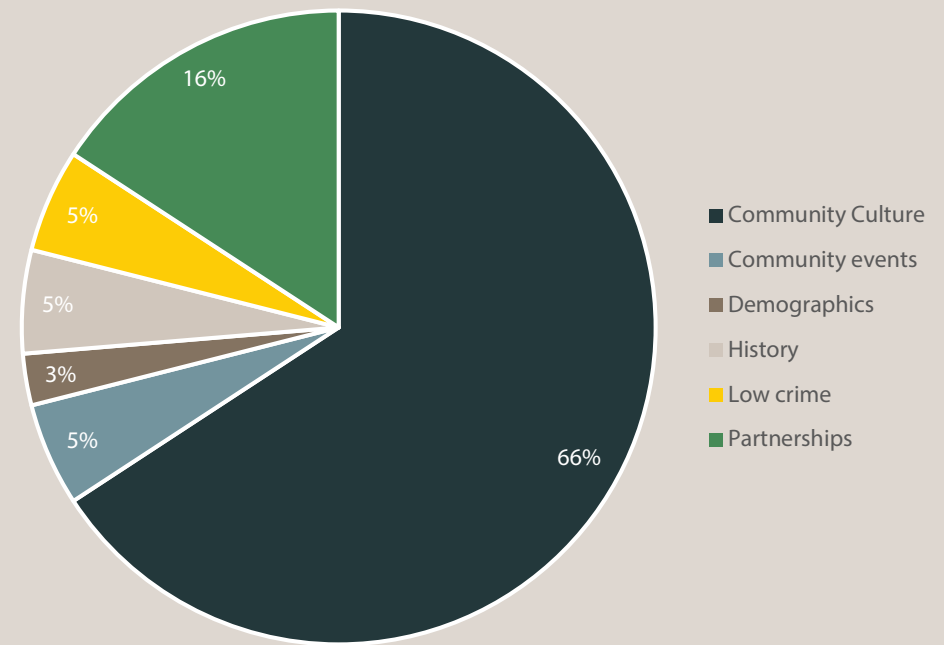
ACCESS & CONNECTIVITY



Theme 2: Community & Culture

Many participants in workshops as well as survey respondents indicated that community and culture made the Eastern Sierra region appealing, while also slightly contributing to some of its weaknesses in terms of population size. Individuals expressed a strong desire for the small-town culture of individual communities in the region to remain strong even as opportunities for economic growth are pursued. This category also includes elements of historic preservation, quality of life, low crime rates, and opportunities for improved partnerships.

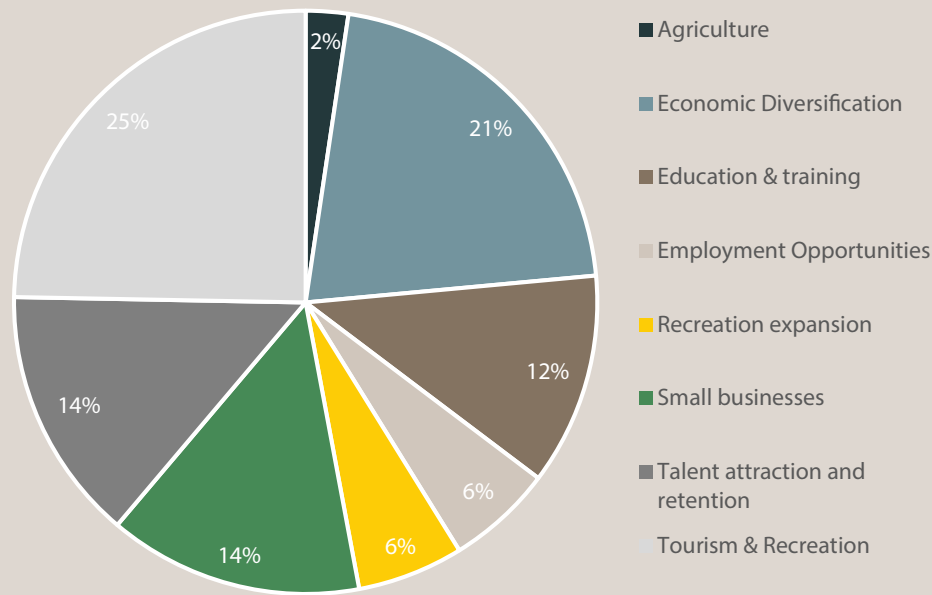
COMMUNITY & CULTURE



Theme 3: Economic Expansion & Diversification

With the undisputed asset of a healthy outdoor recreation and tourist economy, regional leaders want to leverage the industry’s benefits for economic growth while seeking opportunities for economic diversification in pursuit of increased economic resiliency. The Eastern Sierra region has the opportunity to determine current and future needs of existing businesses and develop programs and policies to address those needs. This can lead to employment growth through business expansion and industry diversification by encouraging business growth that aligns with regional strengths and opportunities.

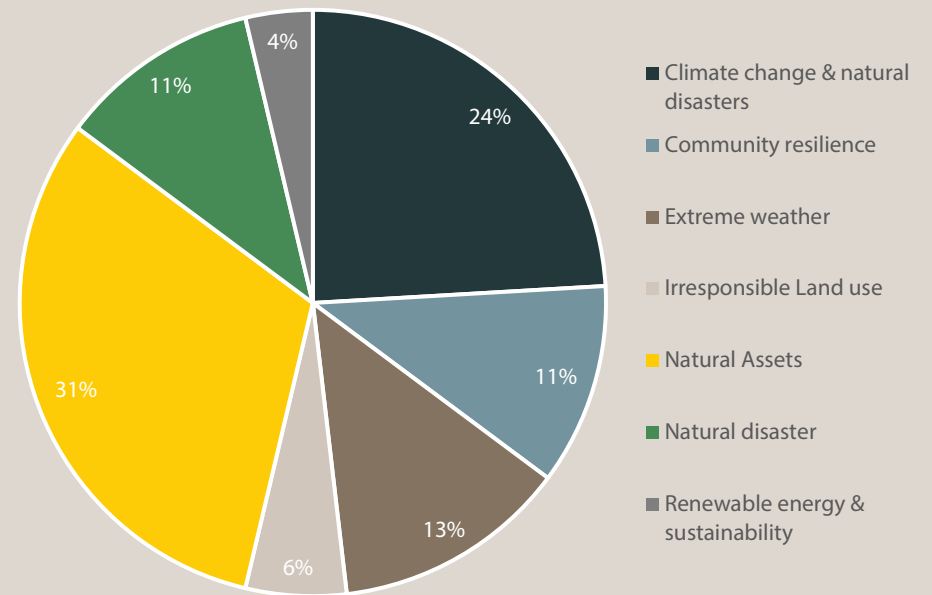
ECONOMIC EXPANSION & DIVERSIFICATION



Theme 4: Environmental Resilience & Sustainability

With a robust inventory of natural assets to protect, frequent exposure to natural hazards, and a population accustomed to persevering and “bouncing back,” environmental resilience and sustainability was discussed across SWOT components. The Eastern Sierra’s key economic strengths are inextricably tied to the protection of the region’s natural assets, making much of the conversation around Environmental Resilience and Sustainability about emergency preparedness, hazard mitigation, and threat minimization.

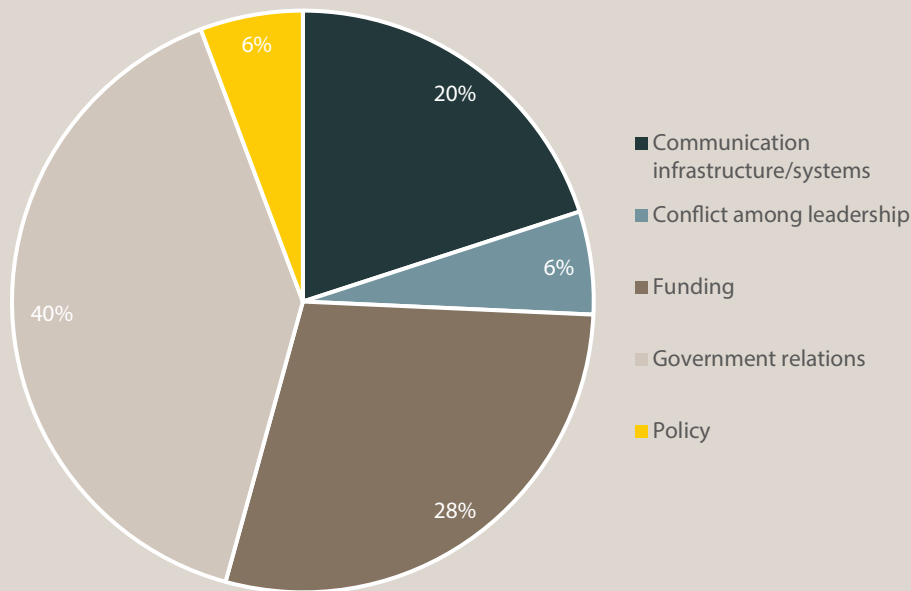
ENVIRONMENTAL RESILIENCE & SUSTAINABILITY



Theme 5: Government Affairs & Advocacy

Although government affairs and advocacy was the smallest theme to emerge, the regional policy landscape, and the networks and communication occurring within it, emerged as an important piece of both the SWOT and the CEDS strategic framework. Regional collaboration is an important piece of strategy implementation and essential to pursue promising state and federal funding opportunities. Strengths related to this theme included the strong relationships and knowledge that local government leaders have with and about their communities. Weaknesses and threats included a lack of mobilization towards funding opportunities due to lack of knowledge or capacity, and perceived limited communication with neighboring municipalities.

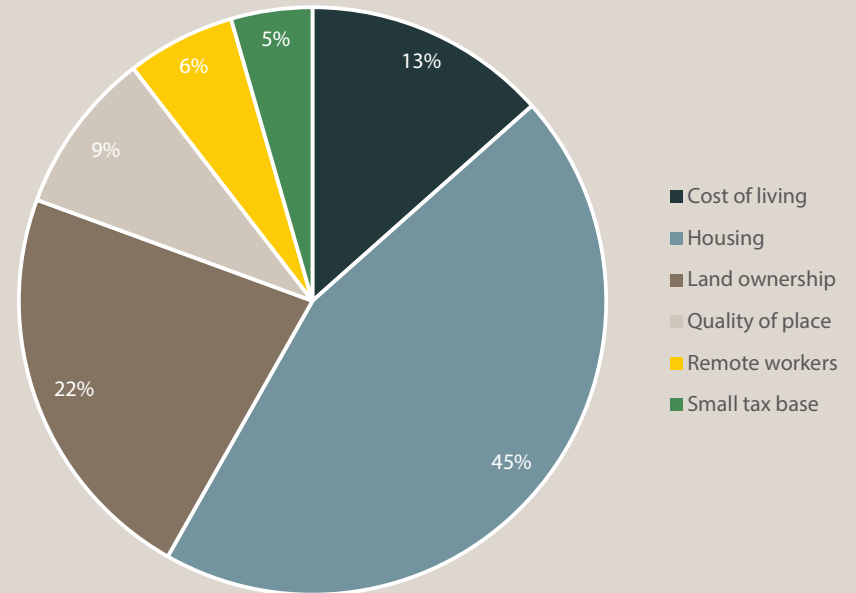
GOVERNMENT AFFAIRS & ADVOCACY



Theme 6: Housing Availability & Land Use

The extremely limited supply of privately owned land within the region colored the discussion around housing and land use, with stakeholders frustrated by rising housing costs and lack of opportunities for development. These constraints, stakeholders say, also limit population growth and in turn limit the size of the region's economic base. Some opportunities were raised to access land owned by the City of Los Angeles, although optimism regarding suggested opportunities was not high. Infill development and main street/downtown corridor investments were discussed as opportunities across the region, while second-home ownership was identified as a potential threat.

HOUSING AVAILABILITY & LAND USE



Regional Strengths

Connection to Community

Due to the size and geographic location of many of the communities in the Eastern Sierra region, residents experience close connection to the community. Due to the rural nature of the area, the region was characterized as a place with vibrant civic life, low crime, and genuine care for neighbors and other members of the community who live, work, and recreate in the area.

Tourism & Outdoor Recreation Industry

Residents and visitors of the region can enjoy an abundance of outdoor recreation activities. Diverse options for recreation appeal to a wide base of people. Tourism consistently drives traffic into the communities in each county, providing a mostly dependable source of revenue for the businesses in these small towns and driving the economy in a large way.

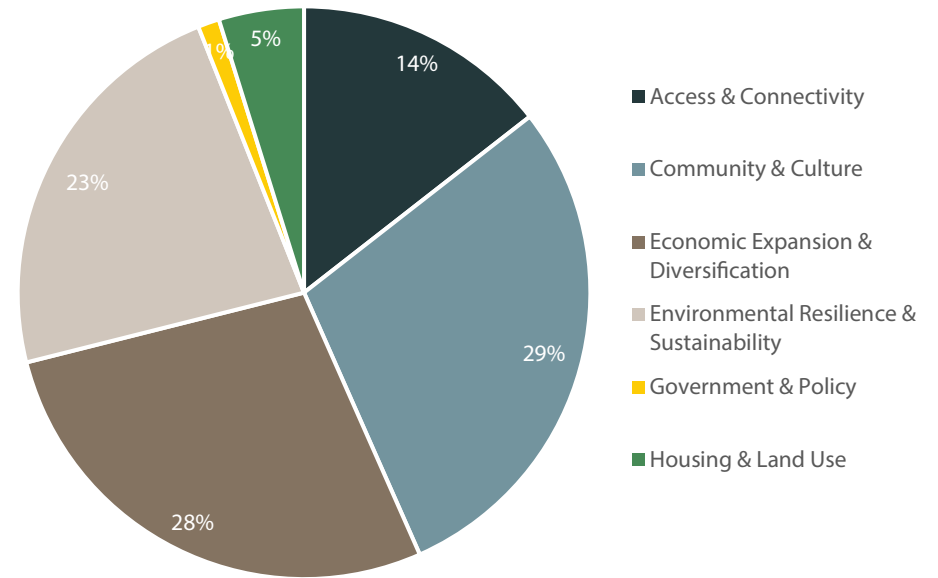
Community Resilience

In the face of positive and negative changes, the communities in the region demonstrate great determination. Their individual and community resilience allows them to withstand many of the natural disasters and climate-related effects that threaten them.

Natural Assets

The natural beauty in the outdoors is apparent in the Eastern Sierra region, making it an attractive place to spend time as a resident, worker, or visitor. This is a unique resource and competitive advantage compared to other communities. The region's preserved natural assets also play into what makes the region environmentally healthy with cleaner air and water.

STRENGTHS



This pie chart represents the extent to which each focus area, described above, was included in stakeholders' discussions of regional strengths.

Regional Weaknesses

Housing

A lack of available and affordable housing stymies the region's ability to flourish with a thriving workforce and economy. With the limited housing stock and limitations to develop more, competition is steep and out-prices workers who are employed in the Eastern Sierra region, many of whom are working in the hospitality and tourism industries with lower wages.

Land Ownership

The lack of private land for development contributes to many of the communities' challenges. Over 95% of the land is publicly owned by the City of Los Angeles, state, and federal government agencies. This negatively affects economic growth as it restricts the establishment of new businesses and expansion of existing ones and impedes job creation and entrepreneurial endeavors.

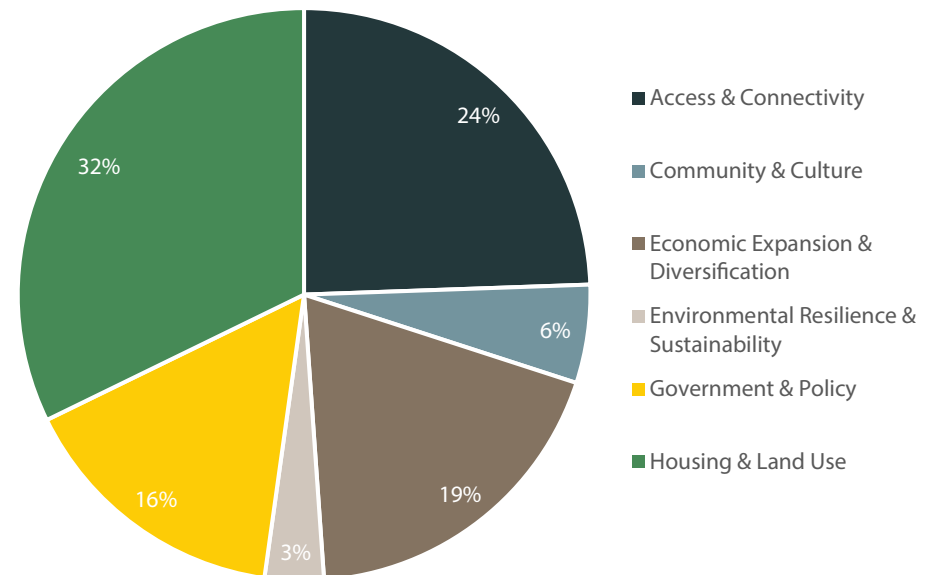
Talent Attraction & Retention

Communities in the Eastern Sierra face challenges in filling jobs with qualified candidates. There is not a large workforce base to pull talent from due to a small and aging population. Additionally, retaining good workers is difficult with a shortage of homes and generally high cost of living.

Remoteness

The remote towns and cities of the Eastern Sierra region face challenges related to that geographical reality. Remoteness negatively affects what public and private services and amenities are available to residents. Stakeholder engagement sessions and the regional survey indicated challenges in providing basic amenities like healthcare, quality childcare and early childhood education, as well as fresh food. These issues are compounded when natural or climate disasters limit accessibility within the region during periods of the year.

WEAKNESSES



This pie chart represents the extent to which each focus area, described above, was included in stakeholders' discussions of regional weaknesses.

Regional Opportunities

Housing & Infrastructure

Updating existing housing and infrastructure as well as developing additional housing to meet the high demand within the region's communities was identified as a major opportunity during the stakeholder engagement process. Within this general opportunity was the identification of a need to develop more workforce, affordable housing to to better support low to middle income earners.

Education & Entrepreneurship

The region will benefit from growing the development of high-quality education and occupational trainings for relevant industries, digital literacy efforts, and coordinated resources for small businesses. Existing institutions like Cerro Coso Community College have limited offerings for students, and those may not match the labor market for the major employers and key industries in the region. Stakeholders believe there is opportunity for better coordination between education systems and businesses to create entry points and pathways to quality jobs and careers in high growing sectors.

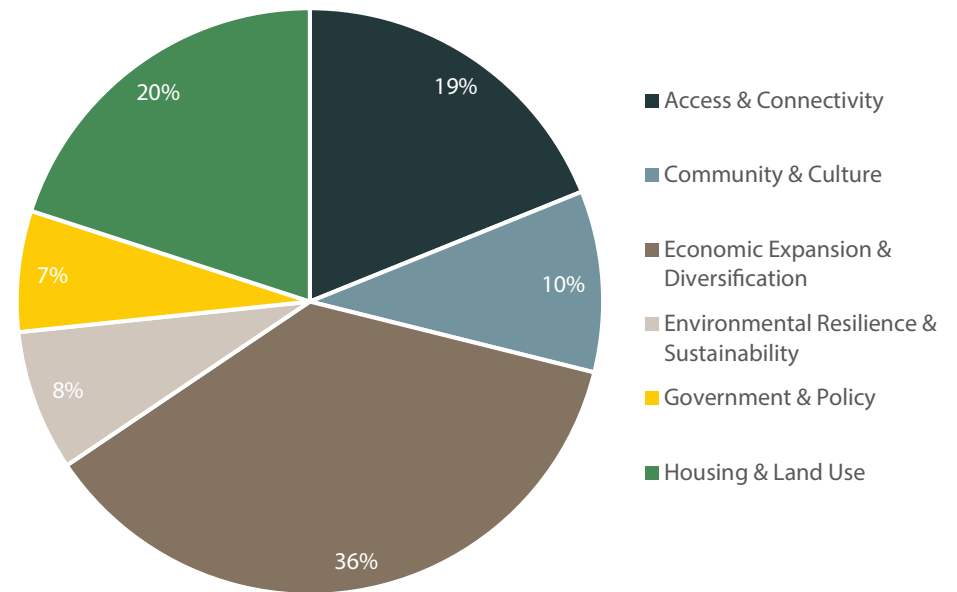
Industry Diversification

Communities expressed the need to diversify the regional economy with investments in industries outside of hospitality and tourism as well as optimizing those existing core sectors, leveraging the region's abundant agricultural resources, exploring options to bring in new technology industries, and increasing outdoor recreation and tourism activities year-round.

Transportation

With the buildout of the Bishop Airport, stakeholders identified the opportunity for expanded air service with more airlines, routes, and year-round air service. To accommodate more visitors in the region, it is also an opportunity to build out more ground transit regionally to simplify travel in each of the counties.

OPPORTUNITIES



This pie chart represents the extent to which each focus area, described above, was included in stakeholders' discussions of regional opportunities.

Regional Threats

Climate Change & Natural Disaster

The impact of changing climates and regular natural disasters consistently threatens the region. Fire damages natural assets and infrastructure, floods remove access to basic services, and climate extremes including severe winter weather make economic activity unpredictable in many communities.

Infrastructure

Buildings that are aging, unoccupied, or even failing make some of the region's communities appear less attractive to visitors and residents, especially in main street/downtown commercial corridors that must remain vibrant for quality of life, tourism, and business development. This is a threat to future growth and community safety the longer it is not redeveloped or improved.

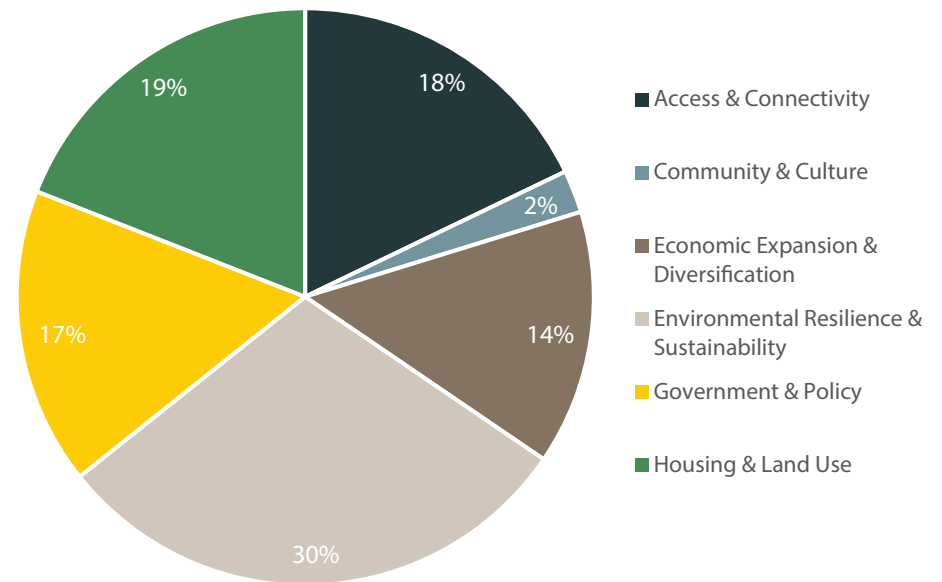
Government Relations

Difficulties engaging state and federal agencies to support community needs are compounded by threats like staff (and point-of-contact) turnover and apathy towards the desires of the community for change. Additionally, it is important that communities avoid dependency on these government agencies to drive forward the initiatives and strategies for economic development and growth.

Cost of Living

Rising costs of living threaten economic growth in the region. This can aggravate existing challenges including housing supply shortages, heavy reliance on recreation and tourism industries that house low-wage employment opportunities, barriers to home ownership, barriers to travel throughout the region, limited opportunities locally to pursue higher education and skills training beyond secondary education, and more.

THREATS



This pie chart represents the extent to which each focus area, described above, was included in stakeholders' discussions of regional threats.

Strategic Action Plan & Evaluation Framework

This section synthesizes the background information about the Eastern Sierra region, the rich insights and feedback gained during stakeholder engagement activities, and a collaboratively derived vision for the future of the region. These inputs were used to determine actionable areas of priority for the region with specific, measurable objectives, steps, or initiatives.

Vision Statement

The core stakeholder committee for the Eastern Sierra CEDS participated in several facilitated sessions to develop and refine the vision statement, which was shared and validated during stakeholder engagement activities. The vision statement served as the focal point for determining and developing key themes that serve as the foundation for the plan's goals and objectives.

The Eastern Sierra region envisions a future which includes economic prosperity and environmental stewardship realized through collaborative efforts to preserve natural assets and historic culture, enhance regional connectivity and resiliency, and advance vibrant and inclusive communities.

Of note is how stakeholders chose to incorporate resiliency into the vision statement. As shared in the SWOT portion of the process and confirmed repeatedly through additional stakeholder engagement, economic and environmental resiliency is of great importance to the region through multiple lenses.

Goals and Objectives

The goals and objectives that inform the action plan incorporate all foundational elements of the CEDS development process: data gathering and fact-finding, regional background, stakeholder engagement, and SWOT analysis.

The following focus areas were identified through the research and engagement processes and used to define and prioritize goals and objectives:

- Access & Connectivity
- Community & Culture
- Economic Expansion & Diversification
- Environmental Resilience & Sustainability
- Government Affairs & Advocacy
- Housing Availability & Land Use

Access & Connectivity

From roadways to broadband to air travel, the importance of connectivity was a focus in stakeholder sessions and is supported by regional data and literature. Access and connectivity includes inter-regional travel and access for both essential services and leisure, as well as the region's level of connectivity with the surrounding state and nation. These considerations are critical to residents, businesses, and visitors as the region pursues economic expansion and sustainability.

Physically, the region faces accessibility and connectivity challenges as a collection of remote communities with unique geographical considerations. Located several hours from major cities by car, residents must consider the types of specialized goods and services they will have trouble accessing in the region, and visitors must devote additional time and attention to their travel plans. These challenges are exacerbated in the winter months, when snow and ice often close critical roadways, leaving communities isolated and without vital resources including food and gas. Some communities in the region are accessible through regional air travel, but the service is often seasonal and limited, with existing flights subsidized by local governments.

Broadband connectivity also challenges residents. While those in the region's few densely populated communities may have adequate service, those in more remote, less dense communities are likely to lack connection that meets federal minimum standards for high-speed internet. Fiber backbone infrastructure exists along the region's most important thoroughfare, but internet service providers have not been adequately enticed to expand into communities where a return on investment for infrastructure buildout is projected to exceed preferable benchmarks.

Strategies

- Increase access to digital resources through broadband infrastructure buildout across the region.
- Enhance the regional transportation network to provide residents, visitors, and businesses with more accessible, reliable options for moving in, out, and within the region.
- Enhance emergency response services to ensure remote communities are equipped for periods of time with no access to services.

Best Practices

[West Virginia Speed Test](#) that is monitored and maintained by a diverse stakeholder group for the purpose of measuring achieved speeds against advertised speeds.

[California case study](#) that includes cost sharing for transportation upgrades among benefactors.

Emerging technology in winter maintenance practices include Integrated Modeling for Road Condition Prediction (IMRCP) - [overview](#) and [in-depth report](#).

Funding Opportunities

California Senate Bill 156 has allocated roughly six billion dollars for the construction of a statewide open access middle-mile network, some last mile infrastructure, a loan loss reserve for local governments, and local technical assistance grants. Engagement throughout planning and last-mile allocations could help to close existing broadband gaps across the region. Stakeholders should collaborate with local and regional providers to ensure buy-in regarding the middle mile network and to plan to deploy last mile infrastructure using funding allocated from SB 156 or private investment.

[Broadband Equity, Access, and Deployment Program](#)

The BEAD program is a national program through which the State of California has received \$1.86 billion dollars to fund broadband infrastructure buildout and workforce development programming. The state must plan for the allocation of these dollars and will seek input from stakeholders across the state to inform the use of the funds.

[Mobility, Access, and Transportation Insecurity: Creating Links to Opportunity Research and Demonstration Program](#)

This federal grant program funds initiatives that research transportation access and explore mobility solutions across community stakeholders. If renewed for 2024 (2023 NOFO was posted in August 2022), it could allow the region to assess the feasibility of transportation interventions and upgrades.

Other Funding Opportunities:

- [Innovative Coordinated Access and Mobility Grants](#)
- [USDA Reconnect Loan and Grant Program](#)
- [Public Transit on Indian Reservations Program](#)



EVALUATION FRAMEWORK: ACCESS & CONNECTIVITY

Goal: Improve and enhance regional access and connectivity within the region and with surrounding geographies.

Partners/Champions: Local governments, Internet service providers, CAT, OES, Caltrans

Objectives	Action Items	Timeline	Metrics for Success
Increase access to digital resources through broadband infrastructure buildout across the region.	<ul style="list-style-type: none">• Catalog existing assets that may help to offset the cost of buildout for providers. Include capital resources as well as in-kind resources and donations, such as waived permitting fees, access to poles for aerial networks, or efficiencies with other utility maintenance or buildout projects• Encourage local governments to partner with internet service providers to apply for state and federal broadband funding with a focus on last mile connectivity• Develop, deploy, and monitor a broadband speed test tool that will allow communities to track achieved speeds vs. advertised speeds, potentially expanding the locations eligible for federal funding• Participate in statewide planning efforts tied to Senate Bill 156, the Broadband Equity, Access, and Deployment Program, and other programs to ensure that the region's challenges are accounted for in funding distribution	Medium-term (2-3 years)	<ul style="list-style-type: none">• Creation of local asset & incentive catalog• Number of grant opportunities pursued• Creation of speed test tool• Meeting attendance, committee membership, etc.

Objectives	Action Items	Timeline	Metrics for Success
<p>Enhance the regional transportation network to provide residents, visitors, and businesses with more accessible, reliable options for moving in, out, and within the region.</p>	<ul style="list-style-type: none"> • Catalog and prioritize existing roadway infrastructure deficiencies, including but not limited to depressions in asphalt, dangerously narrow roadways, and areas lacking critical safety infrastructure • Determine which populations lack transportation options most severely, and describe the transportation needs of these groups • Explore options to meet the transportation needs of populations identified above, potentially ranging from fixed route services to major metros or local anchors to responsive services provided at a subsidy • Ensure that local planning efforts include provisions for commercial corridors and surrounding neighborhoods in existing communities to enhance walkability and options for multi-modal transit 	<p>Long-term (3-5 years)</p>	<ul style="list-style-type: none"> • Creation of roadway need prioritization document • Creation of transportation need summary • Report written, committee formed, # of interventions considered, etc. • # of local planning efforts incorporating provisions for transportation network enhancement
<p>Enhance emergency response services to ensure remote communities are equipped for periods of time with no access to services.</p>	<ul style="list-style-type: none"> • Support communities at risk for isolation in winter months in efforts to reserve critical supplies to sustain residents through periods of isolation • Collaborate with Caltrans and county partners to accelerate response times for road clearance and maintenance in isolated communities • Explore emerging tools to anticipate response needs and accelerate response times 	<p>Short-term (1-2 years)</p>	<ul style="list-style-type: none"> • Amount and type of additional supplies reserved • Correspondence facilitated, improved average response times • # & summary of emerging tools evaluated

Community & Culture

The Eastern Sierra region boasts a strong culture of community among the residents, workers, and other key stakeholders with vested interest in the success of the region and its economies. From the stakeholder engagement sessions to the widely distributed community survey, people contended that neighbors are supportive of one another, that there are opportunities to participate actively within the communities through events and other activities, and that the people of the region are resilient. There are some strong examples of recent collaboration such as efforts to develop a trail system, with stakeholder engagement sessions occurring throughout September 2023. The [Towns to Trails](#) initiative is an effort to connect Eastern Sierra communities to each other and to the region's extensive public lands.

Workshop participants and survey respondents indicated that community and culture, which may encompass a rugged and remote way of life, made the Eastern Sierra region appealing, while also contributing in part to its limited population size. Without a larger tax and income base, many find it difficult to ensure that amenities and services are available, especially in the more rural areas of the counties.

Throughout the stakeholder engagement process, individuals continuously expressed a strong desire for the small-town culture of individual communities in the region to remain intact even as opportunities for economic growth are pursued. They do not want to risk completely losing the appeal of smaller, tight-knit communities, which indicates a need for thoughtful growth strategies.

Other elements that were important to participants in the workshops were quality of life and low crime that many believe to be a direct result of the close relationships in the communities as well as historic preservation and finding new ways to leverage that in the tourism industry to promote a deeper understanding of the region's rich history and culture.

One area of concern in this theme is that engagement of tribal communities was challenging, highlighting the need for proactive outreach and relationship building with tribal communities, creating engagement opportunities that reflect their needs and preferences for inclusion.

Strategies

- Improve partnerships and interagency collaboration to benefit localities and facilitate regionally-focused efforts.
- Capitalize on strong community engagement to garner support for new initiatives, projects, etc.
- Enhance the region's existing quality of life with additional amenities to attract and retain talent.
- Strengthen tribal relationships in the communities and counties and involve leadership in conversations and decisions to plan and implement strategies.
- Build out a more robust, uniform regional communication strategy for sharing information, including emergency responses, with people who live, work, and recreate in the region.

Best Practices

[USDA Resource Guide for Rural Workforce Development](#)

This guide is designed to help communities that are looking for ways to support their workforce needs, including talent attraction and retention efforts. The focus on rural communities is widely applicable to the communities of the Eastern Sierra region.

[Collaborating for Prosperity with American Indians and Alaska Natives](#)

Relationships with tribal communities are critical for helping the Eastern Sierra realize its economic growth potential. This guide demonstrates the many resources and past successes of tribal communities in funding their projects and initiatives for community and economic prosperity.

Funding Opportunities

[California Strategic Growth Council's Community Resilience Centers Program](#)

This program funds new construction and upgrades of neighborhood-level resilience centers to provide shelter and resources during climate and other emergencies. Additionally, funding is available for year-round services and ongoing programming that build overall community resilience.

[Community Economic Resilience Fund \(CERF\)](#)

CERF is a statewide opportunities to promote a sustainable and equitable recovery from the economic distress of COVID-19 by supporting new plans and strategies to diversify local economies and develop sustainable industries that create high-quality, broadly accessible jobs for all Californians.

[Next Generation Warning System Grant Program](#)

The Next Generation Warning System Grant Program (NGWSGP) supports investments improving the resiliency and security of public broadcasting networks and systems. It enables public television broadcasters, public radio stations, and more to update their digital capabilities so that information about disasters and emergencies is properly distributed to members of the community, including individuals with disabilities, limited English proficiency, and other accessibility needs.

[Community Heart & Soul Seed Grant Program](#)

The Community Heart & Soul Seed Grant Program provides \$10,000 in funding for resident-driven groups in small cities and towns to start the Community Heart & Soul model. Grant funding requires a \$10,000 cash match from the participating municipality or a partnering organization.

EVALUATION FRAMEWORK: COMMUNITY & CULTURE

Goal: Maintain and capitalize on strong community culture.

Partners/Champions: Community-based organizations, arts and culture partners, emergency services providers/responders, tribal communities

Objectives	Action Items	Timeline	Metrics for Success
<p>Improve partnerships and interagency collaboration to benefit localities and facilitate regionally-focused efforts.</p>	<ul style="list-style-type: none"> • Conduct a mapping exercise to identify all partnerships critical to CEDS execution with point of contact information • Devise an outreach strategy to bring these partners in as stakeholders • Create regular opportunities for these partnerships to engage in the implementation process • Establish regular communication channels and platforms to facilitate information sharing among the partners 	<p>Short-term (1-2 years)</p>	<ul style="list-style-type: none"> • CEDS execution partners map • Creation of outreach strategy • Number of meetings with regional partners
<p>Garner support for new economic development-related initiatives, projects, etc. by developing and capitalizing on strong community engagement.</p>	<ul style="list-style-type: none"> • Effectively educate the public on continuous activities related to the implementation of the CEDS • Provide opportunities for community members to actively participate in the implementation of new initiatives and projects 	<p>Short-term (1-2 years)</p>	<ul style="list-style-type: none"> • Number of region residents participating in activities • Number of agencies and organizations engaged with CEDS implementation • Annual publication and promotion of CEDS progress
<p>Enhance the region's existing quality of life with additional amenities to attract and retain talent.</p>	<ul style="list-style-type: none"> • Support individual communities in their development of achievable plans for talent attraction and retention based on each community's assets and needs • Engage employers about talent retention priorities and strategies • Incorporate natural and cultural assets in local and regional marketing efforts 	<p>Long-term (3-5 years)</p>	<ul style="list-style-type: none"> • See Economic Expansion & Diversification section • Marketing plan updates that reflect incorporation of natural and cultural assets

Objectives

Strengthen tribal relationships in the communities and counties and involve leadership in conversations and decisions to plan and implement strategies.

Action Items

- Designate a point of contact for the region to provide ongoing, focused communication and ensure tribal leadership is engaged in conversations and decisions
- Organize regular engagements with tribal leaders and representatives from tribal communities
- Support each tribal community's ongoing and future economic development initiatives

Timeline

Short-term
(1-2 years)

Metrics for Success

- Number of meetings with tribal representatives and leaders
- Partnerships with tribal communities to support economic development initiatives
- Incorporate plan adjustments recommended by tribal leadership
- # of executed opportunities to support each tribal community's economic development initiatives

Build out a more robust, uniform regional communication strategy for sharing information, including emergency responses, with people who live, work, and recreate in the region.

- Conduct a comprehensive needs assessment to understand the existing communication landscape throughout the region across government partners and key partners like chambers of commerce and business associations
- Collaboratively develop a comprehensive communication plan that outlines the strategies, tactics, and responsibilities of each participating entity
- Align resources for implementation which may involve securing funding for communication equipment, technology upgrades, and training for relevant staff

Long-term
(3-5 years)

- Completion of needs assessment
 - Adoption of regionwide communication strategy
 - Communications and marketing reach
 - Funding secured for increased capacity related to communications strategy
-

Economic Expansion & Diversification

The Eastern Sierra region has the opportunity to determine current and future needs of existing businesses and develop programs and policies to address those needs. This can lead to employment growth through entrepreneurship, business expansion, and industry diversification.

The Eastern Sierra region is ready to evolve its business and economic development support efforts to build on existing networks that support core industries that include accommodation and food services, manufacturing, health care and social services, agriculture, and other top industries. Core features of any economic development strategy include services to support these business categories:

- Existing businesses seeking to grow or in need of navigating challenges (business retention and expansion)
- Businesses seeking to invest in the region for the first time with a new facility (business attraction)
- Entrepreneurs and small businesses with unique needs related to starting up and scaling a business

With outdoor recreation as a vital component of the business community that impacts employment, visitors, and the region's tax base, it is a strong example of how economic development efforts can make a difference in a region. Efforts to help existing outdoor recreation companies thrive and expand, helping new outdoor recreation businesses find a home and a platform in the region, and providing entrepreneurs and small businesses with tools to start up and grow sustainably in the region are all worthwhile efforts to have available in this region.

Visit California announced in early 2023 the development of an initiative to promote sustainable tourism, and action plans for 12 [regions](#), including the "High Sierra region" which includes the three counties included in this CEDS, will be developed. Many goals for this initiative will complement this plan, including creating responsible travel principles to protect the environment and natural assets and assessment of climate impacts from tourism with mitigation recommendations.

A strong economic development strategy can also leverage existing industrial sector strengths to encourage innovation in areas that are important to stakeholders, such as sustainable tourism or disaster preparedness and response. The region can seek out opportunities and deploy interventions that address key areas of importance to stakeholders, like economic resiliency and protection of precious natural assets, diversifying the economic base of the region while promoting entrepreneurship and sustainability at the same time.

Main street/downtown corridors across the region are a special opportunity that can address several different needs in the region: real estate locations for small businesses, vital resources and collaboration for entrepreneurs, and a continued destination for residents and visitors for lodging, dining, and activities. Business and visitor experiences in downtown corridors can evolve through infrastructure upgrades, façade improvements, and multi-modal transportation enhancements.

Increased opportunities to match available workers with the needs of existing industry would help address workforce concerns that exist for most industry sectors. Like most regions, there is room to improve the skill sets of available workers to better match the needs of existing businesses. Additionally, ensuring that the region's secondary and higher education providers are partners in economic and workforce development efforts can help build a sustainable talent pipeline that meets the needs of the existing and growing industries of the Eastern Sierra. A better understanding of how ancillary services, like childcare provision, affect the dynamics of workforce availability and participation would also assist the region in addressing the labor needs of key industries.

Feedback from elected officials and the public in the region during review of the draft of this document revealed several comments related to what additional opportunities may exist for economic diversification and expansion: agriculture, renewable energy, and mining as examples. A targeted industry analysis would help determine which specific industries are a good fit for additional efforts, and a new recommendation to complete a regional targeted industry analysis is now included.

Objectives

- Build relationships with existing businesses through a formal business retention and expansion (BRE) program and respond to their needs through supportive services and connections to service providers.
- Build upon and transform opportunities for businesses to convene by industry sector to better understand and address common issues related to supply chain, workforce, etc.
- Enhance network of entrepreneurial and small business resources to encourage new business development within the region.
- Initiate and support efforts related to real estate solutions that complement industry and residential needs. Downtown corridors are areas of great need in the region as vibrant centers for convention, recreation, and visitors.
- Thoroughly study and review the current status of the labor market and gaps in workforce services provision, for both employers and individuals. Provide new workforce development solutions that address gaps and improve outcomes for companies and individuals.
- Identify additional data-informed opportunities that may exist for economic diversification and expansion.

Best Practices

[Guide to Building a Business Retention & Expansion Program](#) by the University of Wisconsin-Madison Division of Extension

This article provides step-by-step guidance on how to build a BRE program. It emphasizes how both leaders in business support services and government partners can coordinate outreach, use a uniform data collection approach (like a survey) to capture important data points and identify opportunities and barriers related to growth and warning signs of downsizing, closure, etc.

[BRE Resource Library and Program Awards](#) by Business Retention and Expansion International

Business Retention and Expansion International (BREI) is a membership-based organization dedicated to helping communities build and improve formalized BRE programs. They have an extensive resource library and an annual awards program that showcases well-executed and innovative BRE programs. They focus on assisting and supporting smaller, rural communities.

Funding Opportunities

[Rural Community Development Initiative \(RDCI\) Grants](#)

RDCI is a matching-funds program through the US Department of Agriculture designed to assist communities to build capacity in areas of housing, community facilities, and community and economic development projects. Projects can receive \$50,000 to \$500,000 and support efforts related to Business Retention & Expansion programs, entrepreneurial support, childcare facilities, and much more. This funding stream can support efforts in this goal area and others in this CEDS, such as Housing Availability & Land Use.



EVALUATION FRAMEWORK: ECONOMIC EXPANSION & DIVERSIFICATION

Goal: Grow and diversify the regional economy through support of existing and new businesses.

Partners/Champions: Regional economic development organizations, local chambers of commerce, entrepreneurial supportive services

Objectives	Action Items	Timeline	Metrics for Success
Build relationships with existing businesses and respond to their needs.	<ul style="list-style-type: none"> • Build a formal business retention and expansion (BRE) program • Assemble and deploy a network of supportive services and providers to provide technical assistance • Seek funding opportunities to build capacity to grow the BRE program over time 	Medium-term (2-3 years)	<ul style="list-style-type: none"> • Number of BRE visits conducted annually • Established network of service providers and supportive services • Number of firms referred/connected to service providers and supportive services • Tracked outcomes of companies that successfully navigate services/resources
Build upon and transform opportunities for businesses to convene by industry sector to better understand and address common issues related to supply chain, workforce, etc.	<ul style="list-style-type: none"> • Leverage existing groups convened by partners like chambers or industry associations and adopt a sector partnership model • Assist industry-identified priorities with supportive services, advocacy, funding efforts, etc. 	Short-term (1-2 years)	<ul style="list-style-type: none"> • Number of industry-specific groups led by industry active in the region • Annual report of successful outcomes from industry groups • Identification and success of industry-specific initiatives
Enhance network of entrepreneurial and small business resources to encourage new business development within the region.	<ul style="list-style-type: none"> • Support and promote opportunities for entrepreneurs to convene, network, and learn • Collaborate with service providers like SBDC, SCORE, and local service providers to bring workshops and trainings to the region • Create a regional asset map of entrepreneurial and small business resources • Develop a plan to address gaps in the regional asset map 	Long-term (3-5 years)	<ul style="list-style-type: none"> • Number of networking events • Number of workshops/trainings • Asset map • Plans to address one or more gaps in the asset map

Objectives	Action Items	Timeline	Metrics for Success
Initiate and support efforts related to real estate solutions that complement industry and residential needs.	<ul style="list-style-type: none"> • Create façade improvement programs for downtown areas • Leverage historic designations to secure funding for building improvements • Establish a revolving loan fund to support investment in real estate solutions that support the needs of businesses • Invest in business district upgrades that improve walkability and bikeability • Revisit and update potential industrial sites in the region and determine priority, viability, funding, etc. 	Long-term (3-5 years)	<ul style="list-style-type: none"> • Establishment of programs • Number of businesses or buildings receiving assistance • Improved walkability scores in main street/ downtown districts
Thoroughly study and review the current status of the labor market and gaps in workforce services provision, for both employers and individuals.	<ul style="list-style-type: none"> • Conduct a workforce and skills gap analysis with asset mapping of workforce and employment services • Provide new workforce development solutions that address gaps and improve outcomes for companies and individuals 	Short-term (1-2 years)	<ul style="list-style-type: none"> • Workforce and skills gap analysis • Asset map of workforce and employment services
Identify additional data-informed opportunities that may exist for economic diversification and expansion.	<ul style="list-style-type: none"> • Conduct a regional targeted industry analysis 	Medium-term (2-3 years)	<ul style="list-style-type: none"> • Completion of analysis • Adoption of recommendations in regional and local economic development efforts

Environmental Resilience & Sustainability

Environmental stewardship and preservation of natural assets is a critical component of the region's vision for the future. Residents emphasized the enjoyment received from accessing and appreciating the landscape and access to recreation as a key feature to quality of life. The region's natural assets are also a key feature of the vitality of the tourism industry and must be preserved and protected for future, long-term enjoyment.

The region's exposure to extreme weather events pass uncertainty, risk, inconvenience, and isolation to businesses and residents. With record snowfall in Winter 2022-2023, some communities only accessible by mountain pass were isolated from the surrounding region for months, unable to access vital resources. Small business owners shared that accessibility challenges in winter months prevent customers from accessing their businesses and impact the revenue that they are able to generate. Additionally, wildfires have occurred throughout the region with increased frequency in recent years, straining the capacity of first responders and threatening residencies and businesses in vulnerable areas.

The State of California releases an updated climate adaptation strategy every three years, most recently in 2021. The current strategy has priorities that include building capacity in climate vulnerable communities, encouraging tribal and local governments to incorporate climate considerations into emergency planning efforts, and to strengthen climate resilience of natural systems. The strategy divides the State into [regions](#) with specific engagement opportunities.

Objectives

- Reduce the challenges experienced by residents and visitors during winter climate events.
- Enhance the network of industry and community stewards to develop, adopt, and promote guidelines for sustainable tourism.
- Consider sustainable tourism as a budding industry with workforce needs, entrepreneurial opportunities, and infrastructure requirements.

Best Practices

[Adaptation Clearinghouse](#) by State of California's Governor's Office of Planning & Research

This searchable database includes planning resources, case studies, and tools to support planning and initiatives that help address climate-related challenges and issues. It also highlights plans and initiatives led by tribal communities.

Funding Opportunities

[CoolCalifornia.org](#) Local Government Portal

CoolCalifornia.org hosts a tool kit to assist local governments with the development of a climate action plan with a resource library, interactive map of case studies and examples, and a searchable funding database for sustainability projects.

EVALUATION FRAMEWORK: ENVIRONMENTAL RESILIENCE & SUSTAINABILITY

Goal: Prioritize opportunities to preserve natural assets and support service provision needs of residents during weather and disaster events.

Partners/Champions: Local government, emergency services providers/responders, tribal communities, California Climate Adaptation Strategy

Objectives	Action Items	Timeline	Metrics for Success
Reduce the challenges experienced by residents and visitors during climate events.	<ul style="list-style-type: none"> • Create a regional working group that encourages collaboration across the three counties with their current plans, offices, and staff related to emergency response and disaster preparedness • Pursue climate action planning as a region, leveraging resources for greater impact 	Short-term (1-2 years)	<ul style="list-style-type: none"> • Working group established and meeting regularly • Climate action plan for the region
Enhance the network of industry and community stewards to develop, adopt, and promote guidelines for sustainable tourism.	<ul style="list-style-type: none"> • Designate a group of sustainable tourism champions to plug into state-level initiatives to leverage plans and resources to advance outcomes in the region • Develop regional guidelines to inform and encourage sustainable tourism initiatives and practices 	Short-term (1-2 years)	<ul style="list-style-type: none"> • Sustainable tourism champions identified and actively participating in state-level initiatives • Adoption of state-level sustainable tourism initiatives at the regional level
Consider sustainable tourism as a budding industry with workforce needs, entrepreneurial opportunities, and infrastructure requirements.	<ul style="list-style-type: none"> • Embed sustainable tourism into other plan elements to address workforce, entrepreneurial, and infrastructure needs • Gain support for any needed infrastructure developments like visitor centers, trail systems, amenities upgrades, and more • Sustainable tourism champions identified and actively participating in state-level initiatives 	Short-term (1-2 years)	<ul style="list-style-type: none"> • Sustainable tourism represented in industry-led groups, BRE outreach, entrepreneurial supports and services • Sustainable tourism represented in workforce analysis and mapping

Government Affairs & Advocacy

The Eastern Sierra region would like to see stronger relationships and increased visibility with other leaders in neighboring regions and at state and federal levels where residents do not feel they are valued or heard by those entities. Staff turnover was identified as a contributor to the challenge of building and maintaining strong relationships with key offices.

Community leaders and stakeholder believe that funding sources are available to support the identified needs of the region based on the stakeholder engagement activities, but the region lacks the capacity to seek out, apply for, and successfully secure grant opportunities.

Strategies

- Build capacity within ESCOG as well as Alpine, Inyo, and Mono Counties and other key partners for improved government affairs, prioritizing relationship-building with the key state and federal entities who directly impact the implementation of CEDS strategy recommendations.
- Study the broader economic impact of regional strategy recommendations to garner more support from state and federal government agencies.
- Equip local government partners with knowledge and capacity for procuring and administering federal funding to ensure relevant opportunities can be pursued.

Best Practices

Local Government Solutions for COVID-19 and Beyond: Grants Management Capacity

[This resource guide](#) is part of a set of documents developed by FEMA in response to the disaster recovery challenges state, local, tribal, and territorial (SLTT) governments have faced; however, these solutions are easily applied outside the context of disaster. Here, grants management capacity is addressed with examples of solutions from varying community types, intended to provide guidance and resources.

Familiarization Experiences

Chambers of commerce and economic development organizations have a best practice of familiarization experiences that are embedded into advocacy or business development programs. Advocacy examples include a Day at the Capital or a DC Fly-in where local stakeholders visit the state or national capital with an agenda to meet with specific lawmakers or agencies to promote their region's priorities on topics like transportation, workforce, etc. Business development programs will often have a familiarization tour for site selection consultants to visit the region and learn more about its assets. State and federal officials and leaders can be invited to the region to experience its assets and needs and create space for local stakeholders to build relationships and discuss top priorities for the region.

Funding Opportunities

[Rural Community Development Initiative Grants in California](#)

RCDI grants are awarded to help non-profit housing and community development organizations, low-income rural communities and federally recognized tribes improve housing, community facilities, and community and economic development projects in rural areas.

[Community Economic Development](#)

CED grants are awarded to fund initiatives designed to improve the economic self-sufficiency of low-income individuals in communities with high unemployment and poverty rates through sustainable business development and new employment opportunities helping to create resilient communities that address the needs of individuals, families, and children.



EVALUATION FRAMEWORK: GOVERNMENT AFFAIRS & ADVOCACY

Goal: Promote stronger government affairs & advocacy efforts.

Partners/Champions: Local elected officials, local government entities, state government agencies, federal agency representatives and regional offices, philanthropic and private funders

Objectives	Action Items	Timeline	Metrics for Success
Build capacity within ESCOG as well as Alpine, Inyo, and Mono Counties and other key partners for improved government affairs, prioritizing relationship-building with the key state and federal entities who directly impact the implementation of CEDS strategy recommendations.	<ul style="list-style-type: none"> Map all local, state, and federal government agencies who can directly impact the implementation of CEDS strategy recommendations Conduct strategic outreach to these government agencies to pinpoint an effective point of contact for conversations and activities related to the CEDS 	Short-term (1-2 years)	<ul style="list-style-type: none"> Completion of map of target government agencies for collaboration Number of agencies with base relationship and point of contact established
Study the broader economic impact of regional strategy recommendations to garner more support from state and federal government agencies.	<ul style="list-style-type: none"> Gather the necessary data to assess the economic impact of the CEDS strategy recommendations and relevant future projects or initiatives Use impact results to communicate the importance of government agency partnership and support to the implementation of the CEDS to stakeholders, policymakers, and the public 	Long-term (3-5 years)	<ul style="list-style-type: none"> Number of economic impact assessments completed Number of presentations, meetings, and communication pieces related to communicating economic impact
Equip local government partners with knowledge and capacity for identifying and securing federal funding to ensure relevant opportunities can be pursued.	<ul style="list-style-type: none"> Create and maintain database of relevant programs and funding opportunities Designate individuals or create a cross-agency team specifically responsible for researching, identifying, and pursuing funding opportunities Establish relationships with other nonprofits, community organizations, and regional entities and collaborate on grant applications with shared expertise and resources Leverage support and resources available at the state and federal levels to help regions collaborate and access funding 	Medium-term (2-3 years)	<ul style="list-style-type: none"> Creation of funding opportunities database Number of funding applications submitted Number of funding awards Number of partnerships with MOUs and/or letters of intent to collaborate

Housing Availability & Land Use

A vast majority of the land in the Eastern Sierra region is publicly owned, with significant portions under federal and state management or owned by the City of Los Angeles Department of Water & Power to provide water to the LA metro region. Much of the privately-owned land is not located near existing communities and is limited in potential uses by infrastructure costs, demand, or access to amenities. Working within these parameters significantly limits the options available for additional housing development.

The importance of the tourism industry in certain areas of the region is also impacting housing. In tourism-focused areas, high land cost makes it difficult to develop housing for both year-round and seasonal workers. County and local governments throughout the region might seek partnerships with local employers to meet their shared workforce housing needs in the form of affordable housing developments earmarked for workers in a specific industry or location, rental assistance programs, or the development of a land trust for affordable housing.

While the cost of living in the Eastern Sierra region is relatively lower than in many other areas of the state, the lack of available housing could continue to put the region's economy at risk. Due to limited space, efforts to encourage denser multifamily and mixed-use development may help to limit rising housing costs in the area and provide opportunities for the region's workforce to find suitable housing close to employment centers. Zoning policy statewide supports these types of developments despite potential resistance from some community members.

Limited available land also places a high importance on maintaining the quality and integrity of existing structures or determine opportunities for infill redevelopment. Striking a balance between the two will require current conditions assessment and the identification of existing federal and state funding opportunities to make the best use of existing infrastructure while balancing the needs of existing residents and community-members.

Strategies

- Increase available land for private development
- Work to improve housing stock within restrictions on available land
- Expand additional housing options within affordable range for regional workforce

Funding Opportunities

[HUD: Community Development Block Grants](#)

The Community Development Block Grant (CDBG) Program supports community development activities to build stronger and more resilient communities. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, homeowner assistance, etc.

[USDA: Multifamily Programs](#)

Multifamily Housing assists rural property owners through loans, loan guarantees, and grants that enable owners to develop and rehabilitate properties for low-income, elderly, and disabled individuals and families as well as domestic farm laborers. The program works with the owners of its direct and farm labor housing loan properties to subsidize rents for low-income tenants who cannot afford to pay their full rent.

[State of California: Homekey Program](#)

Homekey is an opportunity for state, regional, and local public entities to develop a broad range of housing types, including single-family homes and multifamily apartments and the conversion of commercial properties and other existing buildings to permanent or interim housing.



EVALUATION FRAMEWORK: HOUSING AVAILABILITY & LAND USE

Goal: Increase stock and availability of housing units with a focus on affordability for regional workforce.

Partners/Champions: County planning and zoning departments, City of Los Angeles, Federal and State government entities

Objectives	Action Items	Timeline	Metrics for Success
Increase amount of available land for private development.	<ul style="list-style-type: none"> Explore opportunities to purchase, trade, or lease land from public entities who own or manage land in the region Identify any parcels in unincorporated areas that are eligible for private purchase and explore opportunities to incentivize private purchase and development of these lands 	Long-term (3-5 years)	<ul style="list-style-type: none"> Exploration of processes for land trades, purchase, or lease of public lands Assessment of status of past negotiations and strategic direction for utilization or sale of any procured land
Work to improve and expand housing stock on available land.	<ul style="list-style-type: none"> Identify areas with opportunities for infill redevelopment, in both residential or non-residential zones, to take advantage of existing infrastructure and create additional housing where available land is limited Consider the creation of overlay districts to promote higher density or mixed-use development in nonresidential zones Pursue federal and state funding programs designed to redevelop, improve, or maintain conditions of existing housing stock 	Short-term (1-2 years)	<ul style="list-style-type: none"> Complete housing needs assessment and strategic plan
Expand additional housing options within affordable range for regional workforce.	<ul style="list-style-type: none"> Identify and potentially incentivize opportunities for workforce (low- and moderate- income) housing near employment centers Explore opportunities for employers to contribute to or develop housing for year-round and seasonal employees 	Medium-term (2-3 years)	<ul style="list-style-type: none"> Complete funding scan Convene business resources group and establish workforce housing working group

Appendix

Appendix A: Resolution

The formal adoption of the CEDS by the Eastern Sierra Council of Governments (ESCOG) will take place in the coming weeks after the following groups formally adopt a resolution of support after the finalization of this document: Alpine County, Inyo County, Mono County, Town of Bishop, and Town of Mammoth Lakes. Below is the language planned for the resolution that will be considered by the ESCOG Board of Directors at an upcoming meeting

RESOLUTION NO.

RESOLUTION OF EASTERN SIERRA COUNCIL OF GOVERNMENTS JPA APPROVING THE EASTERN SIERRA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR ALPINE, INYO AND MONO COUNTIES AS PREPARED AND AUTHORIZING THE STRATEGY TO BE SUBMITTED TO THE U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

WHEREAS, U.S. Department of Commerce, Economic Development Administration (EDA) requires the preparation and adoption of a Comprehensive Economic Development Strategy (CEDS) to be approved by the Alpine County Board of Supervisors, the Inyo County Board of Supervisors, the Mono County Board of Supervisors and the EDA prior to consideration of certain federal funding; and

WHEREAS, A CEDS is a document developed by jurisdictions for the EDA to apply for vital funding for community economic development initiatives; and

WHEREAS, The Counties of Alpine, Inyo and Mono conducted its CEDS process following federal Code of Federal Regulations (CFR), 13 CFR §303.6; and

WHEREAS, The CEDS takes into account and, where appropriate, incorporates or leverages other regional planning efforts, including the use of available federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives; and

WHEREAS, The CEDS process analyzes existing regional conditions, opportunities, and global economic conditions, leading to a region-specific strategy-driven plan for economic prosperity; and

WHEREAS, The CEDS must be updated every five years to stay relevant with changing economic conditions and to qualify for U.S. Economic Development Administration (EDA) funding assistance under its Public Works and Economic Adjustment Assistance programs; and

WHEREAS, EDA has been an important partner in financing economic development projects; and

WHEREAS, In addition to summarizing the status of the local economy and areas of opportunities, the focal point of the CEDS is identification of projects that may be eligible for federal grant funding; and

WHEREAS, Adoption of the CEDS is a federal requirement which the Alpine County, Inyo County and Mono County, and qualified organizations within the region, must meet to apply to EDA for Public Works or Economic Adjustment Assistance Program grants; and

WHEREAS, the Eastern Sierra Council of Governments serves as a regional joint powers authority representing Inyo County, Mono County, the Town of Mammoth Lakes, and the City of Bishop, and is the appropriate regional organization to serve as the lead agency to submit the CEDS to the EDA; and

NOW THEREFORE BE IT RESOLVED by the Board of the Eastern Sierra Council of Governments JPA that

1. After reviewing the CEDS document attached hereto as Exhibit A, hereby approves the report and authorizes the submission of the CEDS to the EDA.
2. Adoption of this Resolution is not a Project as that term is defined by the California Environmental Quality Act.

Passed and adopted this ___ day of _____

Jeff Griffiths, Chair, Eastern Sierra Council of Governments

ATTEST:

Clerk

Appendix B: CEDS Steering Committee & Participating Organizations

The CEDS Steering committee included community leaders from across the region, as well as representatives from the Rural County Representatives of California (RCRC). The group met regularly to guide the CEDS process and offer perspectives from their respective communities and the region as a whole. The steering committee included:

SARAH BOLNIK

Rural County Representatives of California (RCRC)

BOB BURRIS

Rural County Representatives of California (RCRC)

JT CHEVALIER

Economic Development Director & Public Information Officer, Alpine County

CHRIS EGAN

Rural County Representatives of California (RCRC)

LIZ GRANS

Economic Development Manager, Mono County

BARBARA HAYES

Chief Economic Development Officer, Rural County Representatives of California (RCRC)

DANIEL HOLLER

Town Manager, Town of Mammoth Lakes

ELAINE KABALA

Executive Director, Eastern Sierra Council of Governments

MEAGHAN MCCAMMAN

Assistant County Administrator, Inyo County

SANDRA MOBERLY

Community & Economic Development Director, Town of Mammoth Lakes

TERRANCE ROGERS

Rural County Representatives of California (RCRC)

JEFF SIMPSON

Economic Development Director, Mono County

Appendix C: Verification of the 30-Day Public Comment Period

The 30-day public comment period opened on July 31, 2023 and closed on September 1, 2023. The draft CEDS and an online form for members of the public to freely enter their thoughts were published on ESCOG's website, www.escog.gov, and promoted to the public by members of the steering committee.

All comments submitted during the 30-day public comment period are appreciated and included here to take into consideration to inform next steps as ESCOG and partners across the region take steps to continue planning and execute implementation. ESCOG is also encouraged to review and update the CEDS regularly as more data is gathered and recommendations can become more targeted with specific projects.

While the ESCOG is responsible for developing and maintaining the regional CEDS, the deployment of this CEDS requires efforts to be advanced by many organizations within the ecosystem across the region.

All comments are listed below with the county of the commenter noted (if it was provided). The body of each comment is shared exactly how it was entered into the online comment portal. This includes errors related to spelling, grammar, and punctuation.

PROJECT UPDATES

On July 31, 2023, a draft of the 2023-2028 Eastern Sierra Region Comprehensive Economic Development Strategy (CEDS) was made available for public comment. The Eastern Sierra region includes Alpine, Inyo, and Mono Counties. A CEDS is designed to guide a region's economic developments, not to prescribe specific initiatives at the local level.

Members of the public are encouraged to review the draft of the CEDS to learn about the purpose of the document, the process executed to develop the CEDS, and goals and objectives for the region to consider to advance economic interests of the region in the next five years.

The public comment period will close on August 30, 2023. At that time, all public comments received will be reviewed prior to formal adoption of the final version of the Eastern Sierra Region CEDS.

You can review the document and provide comments via our public comment portal at the links below.

[DRAFT EASTERN SIERRA CEDS](#)

[PUBLIC INPUT PORTAL](#)

Comment (with County of representation, if identified)

[Inyo County] Please be aware that government funds used for housing now limits landlords ability to manage those properties. There are new laws regarding this type of funding/loans. Where can the community see the entire ceds package. There was more information shown to the City Council, that is not shown here.

Does the city/county have a list of non-occupied homes in the area? Is there a list of airbnb homes in the area. Two sources of housing that are not mentioned in the ceds.

Response

Flagged for further discussion: The material included in this report constitutes the entire CEDS package, although local governments may discuss a number of topics tangential to the CEDS or in order to inform the CEDS.

Accepted: ocal housing policies and practices vary throughout the CEDS region, and we recommend reaching out to your local elected officials to inquire about such a list. Language has been added to the draft acknowledging the potential effects of second-home ownership and short-term rentals on the housing stock throughout the region.

[Mono County] think long term goals and how to get there with smart growth in mind

Accepted

[Inyo County] Most of this document appears to be boilerplate language that repeats information that is already well known. It appears to make no mention of really expanding on and encouraging the development of mineral extraction within the region which is greatly needed for jobs and construction projects. The area's history and development was from mining and lumber industry and the resources still exist within the area and aren't being utilized. The area needs surface mining operations for gravel, DG, cinders, and sand for road construction and maintenance and for private construction projects. Right now, there are no available local sources for that and most of it is hauled into the area from Kern and Nevada. Economic development in the area will benefit from reliable, locally sourced material and this needs to start with BLM, the USFS, State Lands commission, and LADWP who have something to do with mining.

Flagged for further discussion: While the region's important history as a collection of mining communities is discussed in the CEDS, mining did not emerge as an industry with high growth rates or a large economic impact in the present-day. Expanding mining operations in the region may be further complicated by the lack of available land and environmental conservation and preservation efforts. That said, construction and manufacturing did emerge as growing industries, with wood product manufacturing showing modest growth. These industries may play an important role in the infrastructure needs referenced.

[Inyo County] In the draft CEDS document, the median housing costs seem low, especially housing anywhere near employment opportunities. I've always paid almost twice that in rent in the past decade, and it's increased annually since Covid-19. I assume this uses ACS data. What's shown doesn't reflect what full-year, employed residents pay. I'm not sure usual methodology makes sense in a mountain community with such unusual constraints. Those moving here to fill positions needed to grow/diversify the economy will pay much more.

Accepted: Additional discussion of ACS methodology and the potential for higher housing costs than reflected by the ACS has been added. Additionally, a short section titled "Seasonal Homes and Vacancy" has been added to discuss the prevalence of seasonal residents and their impact on the data included in this report.

The issue with housing costs and availability is addressed, but may be under-developed in the plan and may need more recent data with more granularity. Perhaps greater segmentation of the data would show more opportunities and a better representation of the issues faced in an economic development framework.

Flagged for further discussion: This comment demonstrates the importance of the recommendation related to conducting a housing needs assessment with a strategic plan.

[Inyo County] More tourism needs to be brought to the 395 corridor of Lone Pine, Big Pine, Independence, etcetera, even Bishop, these communities are dying. Lack of medical, lack of services, lack, lack, lack. Go visit Gardnerville just across the border in Nevada and see a thriving "cute" community. A place you want to visit (not referring to gambling), that has a charm as you drive through and makes you want to stop even if you have no reason to. Right now all these ES 395 cities are basically drive through cities, like flyover states. Make them a reason to visit for tourists to spend dollars, year round. A place that young families will want to come and put down roots and start families. Without opportunity nothing will survive.

Flagged for further discussion

Comment (with County of representation, if identified)

[Mono County] Yes, infrastructure is good and of course so is tourism, which is the life blood for many full-time residents. What we don't want is Disneyland in ML resulting in manifestations of more trash, more cigarette butts, more traffic, more diesel and tail pipe pollution for those of us who enjoy walking and biking around town, and air b and b rental properties continuing to price out and reduce housing opportunities for residents and seasonal mountain employees and the perceived need to cut down trees to build more low income housing, or competition to be the new Vail with continuous sprawl and an ever-expanding footprint into natural lands. (It is upsetting to see a street that is named for what beautiful thing used to be there but was destroyed for the development.) Always take into consideration the environment/ecosystem/climate costs (i.e. removing mature trees and disrupting soil and meadowlands, water, CO2 and methane production/capture). For example, petroleum- based plastic covering on forest soil is a travesty and is flat out wrong on so many levels. This should be banned already. I think your shuttle and City wide/county wide vehicle fleet should be electric with more charging stations around town. THINK OF WAY TO CUT ML'S CARBON FOOTPRINT NOT ADD TO IT!!!! THIS IS OUR #1 RESPONSIBILITY! An effective ZERO WASTE policy and executable and enforceable plan is not an option but a necessity for EVERYTHING that is currently landfilled ASAP; especially with the increase in tourism. In the meantime, hire a team to clean up after them and their cigarette butts (tobacco ban ordinance should be considered). You are correct that all building and expansion must be carried out with the best available science in mind and with the input from tribal representatives for our best shot at resiliency and adaptation to unpredictable and increasingly extreme climate conditions. For example, indigenous peoples hold the knowledge of how to best manage the forest and grasslands. Invite them to take on these important roles, avoid tokenism, and compensate them well for their time to sit at your table and provide input for your plans. Mammoth's beauty is unparalleled. THE BIGGEST THING WE NEED TO DO IS LEAVE IT ALONE AND NURTURE IT. If the tribal members do come to the table, hopefully they will echo that exploitation and growth is not always the best answer. Progress does not always equal development. Thank you for your caring and consideration. I have a full-time job, but I am glad to help pro-bono to implement any or all of the above-mentioned policies and solutions. Respectfully, [REDACTED]

Response

Accepted: We agree that sustainability and conservation of natural resources must be a top priority for the region. We hope that this plan's third focus area, Resilience and Sustainability, addresses the items discussed here. Specifically, we hope that the second objective, "Enhance the network of industry and community stewards to develop, adopt, and promote guidelines for sustainable tourism" is embraced as the first step of many towards ensuring that economic growth does not come at the expense of the region's environment and natural resources. The strengthening of tribal relationships and ongoing partnerships with tribal communities is also critical in the implementation of the CEDS.

[Mono County] On Page 9, under Cultural Assets, I would recommend removing mining from the list of things that add to our rich history.

Flagged for Further Discussion

Pg. 11, Add John Muir Trail to the discussion about the backpacking opportunities on the PCT.

Accepted

On page 15, the Median Monthly Housing Costs look low to me. I understand this came from the ACS but are there any other sources? I think if not then we should make note that there is a lack of available housing stock to rent so the Percent of Cost Burdened Household in Figure 8 appears artificially low.

Accepted: Additional discussion of ACS methodology and the potential for higher housing costs than reflected by the ACS has been added.

On page 22, under Air Quality, add information about the challenges faced at the Dry Owens lake bed and Mono Lake with respect to PM 10 particulate matter.

Accepted

A threat we face as a region that I did not see specifically called out is the risk that our rural hospitals face as reimbursement rates continue to be inadequate to cover costs. That poses risks to community members in terms of access and also to local employment because healthcare jobs are a key component of our workforce.

Flagged for Further Discussion

Comment (with County of representation, if identified)

[Inyo County] page 13 (median household income) -- how are these computed? is there a way to compute it for permanent residents?

page 28 (figure 13) -- that figure is gross and not very informative. We should change it from a venn diagram to a table. venn diagrams are typically normalized so the two circles are the same size. This is not the case here, so this shouldn't be a venn diagram. One question about the data here, though: it would be good to know of the large number of people who "live in the selection area, employed outside", how many of those are remote jobs? I ask because those don't really require commuting, which seems to be what this figure is trying to get at (and concluding when they say this figure indicates many residents are seeking jobs outside the region).

SWOT analysis pie charts (pages 30-33): those pie charts aren't well described. I have no idea what they mean from reading the document. For example, in the first one (Access and Connectivity) is this saying that 14% of the respondents think broadband access is the biggest challenge we face? 14% of respondents think it's a problem? 14% think it's an asset that we have? There needs to be some description (at the very least a legend) that says what these graphs are actually showing.

Same comment also applies to the next section -- what are these pie charts indicating? are they indicating what respondents think is the main strength/weakness/issue? it's not clear what those pie charts are saying.

Goal 1: (access and connectivity) -- can you expand on the goal about road conditions? I'm not clear why this is a priority for economic development. is there any indication that our economic development is currently stifled by the lack of road stuff?

Goal 3: I feel like part of diversification should include industries that take advantage of the natural resources we have here (but not like the old-school way of thinking, i.e., mining). I would imagine things like city of bishop has access to a lot of water, so hydroponic growing; or solar farms; the kind of things that make use of our resources to diversify industries but in novel ways. Also, I think we should also look at what kind of remote jobs people in the area are getting, and focus efforts on making sure we have schools to gain the skills needed for those jobs.

Goal 5 (housing): that's a worthwhile goal, but do we really think CEDS is the one that's going to do this?

Response

Accepted: This data is from the American Community Survey. A short section titled "Seasonal Homes and Vacancy" has been added to discuss the prevalence of seasonal residents and their impact on the data included in this report.

Flagged for Further Discussion: This figure is not technically a Venn diagram, although it does have the same shape as a Venn diagram. The figure is produced by the US Census Bureau and does not address remote work.

Accepted: Additional language has been added to help clarify the figures referenced.

Accepted: Additional language has been added to help clarify the figures referenced.

Flagged for Further Discussion: Flooding and severe winter weather have, in recent years, caused road closures that render businesses and attractions inaccessible. Transportation infrastructure is vital to the exchange of commerce and workers.

Accepted: An expanded targeted industry analysis has been added to the recommendations.

Flagged for Further Discussion: The CEDS implementation falls on a broad coalition of stakeholders, and the CEDS can be a supporting tool accessing federal funding to support housing if appropriate programs are available.

Comment (with County of representation, if identified)

[Inyo County] Hello and thank you for this strategy report. My name is [Redacted] and I work as [Redacted].

I am very concerned about the absence of local food systems considerations in the current CEDS draft of July 31st. I understand that this may reflect a lack of responses in this domain from your respondents, rather than your own previous omission. However, I believe that the SWOT Analysis results significantly downplay the opportunities for local food systems development and investment.

Considering our location, natural resources, and existing industries, we have very important potential for building up our local food economy through sustainable agritourism development. Many ranchers I have spoken with express a keen need for expanding local meat processing capacities. Restaurants currently have to import much of their food, resulting in lost local revenues sub-par culinary experiences for our region's guests and residents, even with food service being one of our major industries. I would propose that your final report recommend a "local food system assessment." Better yet, if your team can do the research now, please include one as an appendix, as was recently done with the The Bay Area Food Economy: Existing Conditions and Strategies for Resilience, attached to the Bay Area's CEDS). I would be glad to participate in those discussions and bring Tribal stakeholders to the table as best I can.

Thank you,
[Redacted]

[Inyo County] Page 9 – states “around half of the visitors that come to the region come from other areas of California.” Do you know where this info is coming from? Is it possible to add something that addresses the long-haul travelers and international visitors that come to see the iconic places in our region?

Page 9 – consider adding OHV, trail running and horseback riding to the list of activities. Many people also come here for wildlife viewing, birdwatching and landscape photography.

Page 9 – under Natural Assets, should probably say that Death Valley is in the south eastern part of Inyo.

Page 19 – ESTA's Lancaster to Reno route is not daily. It does not run on Sundays and holidays.

Page 28 – This information really surprises me. Is it because so many people live in Alpine County that work in Tahoe or other areas? Is it skewed because of the seasonality of employment in the ski areas?

Lastly, I don't know where exactly this would fit in....

It is mentioned several times that our tourism industry is "robust." That's good, but there is still room for improvement and growth in this sector. Bishop's average annual hotel occupancy is only at 70%. That means we could sell 93K more room nights per year – without building even one more hotel. We've made good progress in smoothing out the severe seasonality, but there is much work to be done there. If we can fill the rooms in the slower season, this would lead to better year-round employment for everyone employed in hospitality.

Also, in speaking about job training/education, it would be good to see some emphasis on improving skills/knowledge of hospitality workers. There are good careers in this sector in management and all of the local hotels and restaurants have trouble finding management level employees. (and the pay is darn good!)

Response

Flagged for Further Discussion: The comment is from an individual affiliated with one of the area's indigenous tribes. The recommendation for a local food system assessment connects other comments and opportunities related to economic diversification and leveraging the tourism industry in the CEDS. This is a strong example of what can come from advancing the objective to “build upon and transform opportunities for businesses to convene by industry sector to better understand and address common issues related to supply chain, workforce, etc.” Because this person expressed a desire to be involved with future issues on this matter, their contact information has been shared with a representative of ESCOG. This may be a great relationship to nurture to help with strengthening connections with tribal communities.

Accepted: This information is from a Tourism Industry study conducted by Mono County. A citation has been added, along with a sentence noting other types of visitors.

Flagged for Further Discussion

Accepted

Accepted

Flagged for Further Discussion: Additional language has been added about the prevalence of second-home owners and their potential effect on the data.

Accepted: The continued growth of the tourism sector (in an environmentally conscious manner) is a focus of recommendations across focus areas. These include BRE programming recommendations, as well as transportation infrastructure improvements to continue to address seasonality.

Flagged for Further Discussion





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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: Human Resources

TIME REQUIRED

**PERSONS
APPEARING
BEFORE THE
BOARD**

SUBJECT Resolution Authorizing the
Amendment to the Mono County
Allocation List for the Behavioral
Health Department

AGENDA DESCRIPTION:

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

Proposed resolution of the Mono County Board of Supervisors authorizing the CAO to amend the Mono County allocation list to remove one Director of Clinical Services position and replace it with one Clinical Services Manager in the Department of Behavioral Health.

RECOMMENDED ACTION:

Adopt proposed resolution. Provide any desired direction to staff.

FISCAL IMPACT:

None.

CONTACT NAME: Jay Sloane

PHONE/EMAIL: /

SEND COPIES TO:

Jay Sloane

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Staff Report BH Allocation
<input type="checkbox"/> Reso BH Allocation

History

Time

Who

Approval

10/1/2023 5:59 AM	County Counsel	Yes
9/25/2023 12:45 PM	Finance	Yes
10/2/2023 10:20 PM	County Administrative Office	Yes



COUNTY ADMINISTRATIVE OFFICER

COUNTY OF MONO

Sandra Moberly
PO Box 696
Bridgeport, CA 93517-0696
(760) 932-5410
mbooyer@mono.ca.gov
www.mono.ca.gov

BOARD OF SUPERVISORS

CHAIR

Rhonda Duggan / District 2

VICE CHAIR

John Peters / District 4

Bob Gardner / District 3

Lynda Salcido / District 5

Jennifer Kreitz / District 1

To: Board of Supervisors

From: Jay Sloane

Date: October 10, 2023

COUNTY DEPARTMENTS

ASSESSOR

Hon. Barry Beck

DISTRICT ATTORNEY

Hon. David Anderson

SHERIFF / CORONER

Hon. Ingrid Braun

ANIMAL SERVICES

Chris Mokracek "Interim"

BEHAVIORAL HEALTH

Robin Roberts

COMMUNITY DEVELOPMENT

Wendy Sugimura

COUNTY CLERK-RECORDER

Scheereen Dedman

COUNTY COUNSEL

Stacey Simon, Esq.

ECONOMIC DEVELOPMENT

Jeff Simpson

EMERGENCY MEDICAL

SERVICES

Bryan Bullock

FINANCE

Janet Dutcher

CPA, CGFM, MPA

HEALTH & HUMAN SERVICES

Kathy Peterson

INFORMATION

TECHNOLOGY

Milan Salva "Interim"

PROBATION

Karin Humiston

HEALTH & HUMAN SERVICES

Kathy Peterson

PUBLIC WORKS

Paul Roten

Re: Allocation List Change in Behavioral Health

Recommended Action

Review and adopt the resolution updating the allocation list

Discussion

The allocation list that the board adopted on 9/12/2023 includes a position title in the Behavioral Health Department called Director of Clinical Services. It has been determined that the appropriate name for this position is Clinical Services Manager. There is no change to the salary of this position.

If you have any questions on this matter prior to your meeting, please call me at (760) 932-5405



R23-__

**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 ELIMINATE ONE DIRECTOR OF CLINICAL SERVICES AND REPLACE WITH
ONE CLINICAL SERVICES MANAGER IN THE DEPARTMENT OF BEHAVIORAL
HEALTH**

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 Remove the allocation of one full-time permanent Director of Clinical Services at salary
2 range At-Will 14, and replace with one full-time Clinical Services Manager at salary range At-
3 Will 14 in the department of Behavioral Health.

4 **PASSED, APPROVED** and **ADOPTED** this _____ day of _____, 2023,
5 by the following vote, to wit:

6 **AYES:**

7 **NOES:**

8 **ABSENT:**

9 **ABSTAIN:**

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13 _____
14 Rhonda Duggan, Chair
Mono County Board of Supervisors

15 **ATTEST:**

16 **APPROVED AS TO FORM:**

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19 _____
20 Clerk of the Board

21
22
23 _____
24 County Counsel



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: County Administrative Office

TIME REQUIRED

**PERSONS
APPEARING
BEFORE THE
BOARD**

SUBJECT Resolution Adopting Amended
Access Control Policy (Administrative
Policies and Procedures Manual H-2)

AGENDA DESCRIPTION:

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

Proposed resolution adopting amended policy regarding electronic access to county offices and buildings for county staff and directing codification of the amended policy as H-2 - ACCESS CONTROL POLICY in the Mono County Policies and Procedures Manual to replace the existing policy.

RECOMMENDED ACTION:

Adopt proposed resolution adopting amended Access Control Policy (H-2) and directing codification of the amended policy in the Mono County Policies and Procedures Manual. Provide any desired direction to staff.

FISCAL IMPACT:

None.

CONTACT NAME: Stacey Simon

PHONE/EMAIL: 1704 / ssimon@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Staff Report
<input type="checkbox"/> Resolution
<input type="checkbox"/> Policy

History

Time

Who

Approval

10/1/2023 5:36 AM

County Counsel

Yes

10/4/2023 2:17 PM

Finance

Yes

10/4/2023 11:50 PM

County Administrative Office

Yes

County Counsel
Stacey Simon

Assistant County Counsel
Christopher L. Beck

Deputy County Counsel
Emily R. Fox
Jeff Hughes

**OFFICE OF THE
COUNTY COUNSEL**
Mono County

South County Offices
P.O. BOX 2415
MAMMOTH LAKES, CALIFORNIA 93546

Telephone
760-924-1700

Risk Manager
Jay Sloane

Paralegal
Kevin Moss

To: Board of Supervisors

From: Office of the County Counsel

Date: October 10, 2023

Re: Amended Policy and Procedure H-2 – ACCESS CONTROL POLICY

Strategic Plan Focus Area(s) Met

A Thriving Economy Safe and Healthy Communities Mandated Function
 Sustainable Public Lands Workforce & Operational Excellence

Discussion

On August 15, 2023, the Board adopted a comprehensive Policies and Procedures Manual for the County. From time to time, there will be a need to add to or modify that Manual to reflect changes in policies or procedures.

The currently-proposed revision would update Policy H-2 (“Access Control Policy”) to provide that the County Administrator, Assistant County Administrator and County Counsel shall have keycard access to all County facilities controlled by key card access. In addition, the revision would authorize those individuals to authorize temporary access to the HR Director, Risk Manager or attorneys in the County Counsel’s office.

The proposed revision also clarifies that probation officers employed by the Mono County probation department should be provided with 24/7/365 access to internal common areas, hallways and meeting rooms controlled by key card access to the same extent and degree as other county employees and law enforcement agencies.

Finally, the revision would correct misspellings and formatting issues and eliminate provisions that related to a time in the past and are no longer relevant.

If you have any questions regarding this item, please call or email Jay Sloane or Stacey Simon.



R23-__

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS
AMENDING THE ADMINISTRATIVE POLICIES AND
PROCEDURES MANUAL FOR THE COUNTY OF MONO**

WHEREAS, on August 15, 2023, the Board of Supervisors adopted the Mono County Administrative Policies and Procedures Manual (the “Manual”), which compiles existing County policies and new policies into a single codified resource; and

WHEREAS, in adopting the Manual, the Board understood that additions, updates and revisions would continuously be required to keep the Manual current and applicable; and

WHEREAS, there is presently a need to revise the Manual to reflect recommended changes to existing policies and/or to add new policies, as set forth below and the Board wishes to adopt such changes;

NOW, THEREFORE, be it resolved by the Board of Supervisors of the County of Mono that the following amended or new policies are adopted by the Board and shall be codified into the Mono County Administrative Policies and Procedures Manual. The policies adopted by this resolution shall supersede and replace any existing policy having the same identification letter and number:

1. Policy H-2 “ACCESS CONTROL POLICY”, attached hereto and incorporated by this reference.

PASSED, APPROVED and ADOPTED this 10th day of October, 2023, by the following vote, to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Rhonda Duggan, Chair
Mono County Board of Supervisors

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ATTEST:

APPROVED AS TO FORM:

Clerk of the Board

County Counsel

MONO COUNTY ADMINISTRATIVE POLICY AND PROCEDURES MANUAL

Subject: ACCESS CONTROL POLICY	Policy Number: H-2	Page Number: Page 1 of 5
	Date Approved:	June 2, 2020
		October 10, 2023
	Revisions:	(R23-__)

POLICY

This policy governs access to County facilities with electronic access control systems (ACS) and describes the expectations for all individuals who possess County key cards.

The County will assign key cards to all employees who need access to any facility with an ACS in lieu of physical keys. Employees are expected to manage and properly use those key cards exactly as they would a physical key.

The Information Technology and Public Works Departments are responsible for the management and oversight of the County's ACS. As part of this IT will issue cards, assign permissions, and disable cards as part of their normal On-Boarding and Off-Boarding procedures. It is the responsibility of Department Heads as part of new employee requests to clearly designate access needs for that employee.

1. KEY CARD AUTHORIZATION AND DEACTIVATION PROCEDURES

A. County Employees

- i. Each employee will be issued a unique key card which will be associated with their name and department.
- ii. Employees will be assigned the appropriate role(s) to ensure that the key card allows them for specific, unique access into the doors in the building(s) which are required for them to perform their job. See Section III for additional details on access and roles.
- iii. Key cards may not be shared and may not be given or loaned out to other employees or the general public – they are to be treated as physical keys which are uniquely assigned.
- iv. Department Heads must request key cards for staff as part of the New Employee Request Form. IT will create the key card for the employee and provide it to them during their On-Boarding.
- v. IT must be notified at least 24 hours in advance of any employee separation so that the employee's key card can be disabled appropriately and timely.
- vi. At least quarterly, the IT Department will provide a list of all active key cards for departmental review. Department Heads, or their designee, shall be responsible for reviewing the list and informing IT of any needed changes.

B. Non-County Employees

- i. Key cards may be requested for non-County employees who need regular access to the building or departmental suites. Any such request must come from the

Department Head, County Administrator, or Public Works Director to IT via a Key Card Request Form.

- ii. All key cards provided to Non-County employees must be issued with an end date and time. Requests for such cards must contain this information or they will not be issued.
- iii. Any key card issued to a vendor or for other 'long-term' use will be automatically set to expire on December 31st of each year. The department responsible for the oversight of that individual will need to re-authorize the extension of the key card's use.
- iv. Non-employee key cards will generally not provide access to facilities after hours. Any such need must be clearly requested and authorized by the Department Head or County Administrator.

C. General Public

- i. The general public will not be issued key cards and are expected to enter buildings during normal business hours, or be escorted by a county employee for after-hours access.
- ii. Regular clients who are receiving services from County departments may make special arrangements with staff in order to gain access to facilities after-hours if required to receive such services.

D. Lost & Stolen Key Cards

- i. A lost or stolen key card is a critical security incident.
- ii. Any individual who loses their key card or believes that the key card has been stolen shall immediately report the event to Information Technology by calling (760) 932-5500.
- iii. Information Technology will immediately disable the key card. A new key card may be issued to the individual who originally held it.

2. ACCESS GROUPS; CATEGORICAL ACCESS; REQUESTING ACCESS

A. Access Groups

i. Public Access

- a. Public access to facilities is generally accommodated through the main entrance(s) to lobbies, foyers, common internal hallways, waiting rooms, and certain meeting rooms during normal business hours.
- b. The public shall not have access to departmental suites and other secure areas of the building unless accompanied by a County Employee.

ii. General Staff Access

- a. General staff access to facilities provides for county employees to gain 24/7/365 access to internal common areas, hallways, and meeting rooms which may be otherwise closed to the public or shut for public use after-hours.

iii. Departmental Access

- a. Departmental access is automatically provided to all County Employees

within that department.

- b. Departmental access may be additionally provided to county employees and non-County employees if requested by the department head through a Key Card Request Form (Attached to this policy).

B. General Exceptions & Additions

- i. Department Heads may request an Exception to Section III.A for any staff within their department in order to provide for increased levels of security.
- ii. Department Heads may authorize individuals not traditionally in their Departmental Access group additional rights in order to access their suite or other doors within their purview.

C. Categorical Access

i. Public Works

- a. Facilities staff and managers will be provided access to County facilities where key card doors exist in order to provide normal building maintenance. Certain doors may be excluded at the request of Department Heads or the CAO via written memo to the IT Department.
- b. Custodial staff will be provided access throughout County facilities and within department suites during normal business hours. Certain doors may be excluded or additional exceptions made at the request of Department Heads or the CAO via written memo to the IT Department.

3. EMERGENCY SERVICES & LAW ENFORCEMENT

- A. Local emergency personnel, law enforcement, and probation officers may be provided with a key card which provides for **General Staff Access** as defined above.
- B. Emergency Services & Law Enforcement key cards shall be audited on a quarterly basis by Information Technology and management within the appropriate emergency services branch or agency.

4. COUNTY ADMINISTRATION AND COUNTY COUNSEL

The CAO, County Counsel, and Assistant CAO will be provided access to County facilities where key card doors exist. The CAO and/or County Counsel may authorize temporary full key card access to the HR Director, Risk Manager, or any attorney in the County Counsel's office.

A. Requesting Access

- i. All County employees assigned to work in facilities using ACS will be assigned a key card which provides for general staff access and departmental access based on the position they hold in the organization. A record of this configuration is available from IT upon request of the Department Head. A Key Card Request Form is required for all new personnel, or exceptions and additions to the standard provisions set forth in this policy before a card will be issued or changes made.
- ii. It is the responsibility of each department head, or his or her designee, to determine

and provide their employees with access rights based on job requirements.

5. OTHER PROVISIONS

- A. The key card is the property of Mono County and must be returned when the cardholder separates from employment.
- B. A quarterly audit for all doors in the system shall be conducted by the IT Department and each Department Head to ensure that access is adequate and appropriate for all staff.
- C. It is the responsibility of each employee to notify his/her supervisor if they observe other employees or members of the public attempting to circumvent, manipulate, or undermine building security.
- D. Should a dispute arise regarding building access, the County Administrator shall be the final authority and it will be their responsibility to follow access control policies, privacy (HIPAA), other policies restricting or granting access, prior to granting access. Documentation regarding the granting of access as directed by the County Administrator shall be documented using the Key Card Request Form.



INFORMATION TECHNOLOGY KEY CARD REQUEST FORM

Department Head,

Please complete the section below and email to support@mono.ca.gov. **This form must be submitted at least 1 days before the start date** of any employee or requested access change. **Note:** This form does not need to be filled out in addition to the New Employee Request Form if this access request is for a new staff member.

EFFECTIVE DATE _____

Must be at least 1 day ahead of setup

STAFF/INDIVIDUAL NAME _____

POSITION TITLE _____

DEPARTMENT / COMPANY _____

PRIMARY WORK LOCATION _____

ALTERNATE WORK LOCATION(S) _____

ACCESS GROUPS TO ASSIGN

_____ **GENERAL STAFF ACCESS**

_____ **DEPARTMENTAL ACCESS** _____

_____ **EXCEPTIONS** _____

_____ **ADDITIONS** _____

FORM COMPLETED BY _____ **DATE** _____

SIGNATURE _____

FOR IT TO COMPLETE

DATE RECEIVED _____

RECEIVED BY _____



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: Emergency Medical Services

TIME REQUIRED

**PERSONS
APPEARING
BEFORE THE
BOARD**

SUBJECT Stryker Gurney/Load System
Purchase

AGENDA DESCRIPTION:

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

Two Stryker gurneys & load systems were included in the Emergency Medical Services (EMS) budget for FY 23-24. The amount of \$127,286 is the total cost of these items but is above the threshold of CAO signing authority. This item is to request the Board approve and authorize the CAO to sign, a purchase agreement and accompanying purchase orders (POs) with Stryker to purchase these items on behalf of Mono County.

RECOMMENDED ACTION:

Approve, and authorize CAO to sign, agreement and accompanying POs to purchase two Stryker gurneys & load systems on behalf of the County in an amount not to exceed \$127,286.

FISCAL IMPACT:

Expend capital outlay of \$127,286, which is included in the Departments Fiscal Year 2023-24 adopted budget.

CONTACT NAME: Bryan Bullock

PHONE/EMAIL: 7609244632 / bbullock@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Stryker gurney & power load system Purchase Quote
<input type="checkbox"/> Stryker gurney & power load system Purchase Order Form
<input type="checkbox"/> Short Form Contract

History

Time	Who	Approval
10/2/2023 10:13 AM	County Counsel	Yes
9/29/2023 9:51 AM	Finance	Yes
10/2/2023 10:26 PM	County Administrative Office	Yes



Powered system (2)

Quote Number: 10778605

Version: 1

Prepared For: MONO COUNTY EMER MED SVCS

Attn:

Rep: Ricky Gonzalez

Email: ricardo.gonzalez@stryker.com

Phone Number:

Service Rep: Roger Castellon

Email: roger.castellon@stryker.com

Quote Date: 09/08/2023

Expiration Date: 10/08/2023

Contract Start: 09/08/2023

Contract End: 09/07/2024

Equipment Products:

#	Product	Description	U/M	Qty	Sell Price	Total
1.0	650705550001	6507 POWER PRO 2, HIGH CONFIG	PCE	2	\$29,609.61	\$59,219.22
2.0	650700450301	ASSEMBLY, BATTERY CHARGER	PCE	2	\$1,288.60	\$2,577.20
3.0	650707000002	Lithium-Ion Battery	PCE	2	\$900.15	\$1,800.30
4.0	650700450102	ASSEMBLY, POWER CORD, NORTH AM	PCE	2	\$29.75	\$59.50
5.0	639005550001	MTS POWER LOAD *INCLUDES FLOOR PLATE*	PCE	2	\$26,772.71	\$53,545.42
Equipment Total:						\$117,201.64

Price Totals:

Estimated Sales Tax (7.250%):	\$8,497.12
Freight/Shipping:	\$1,587.04
Grand Total:	\$127,285.80

Prices: In effect for 30 days

Terms: Net 30 Days

Terms and Conditions:

Deal Consummation: This is a quote and not a commitment. This quote is subject to final credit, pricing, and documentation approval. Legal documentation must be signed before your equipment can be delivered. Documentation will be provided upon completion of our review process and your selection of a payment schedule. Confidentiality Notice: Recipient will not disclose to any third party the terms of this quote or any other information, including any pricing or discounts, offered to be provided by Stryker to Recipient in connection with this quote, without Stryker's prior written approval, except as may be requested by law or by lawful order of any applicable government agency. A copy of Stryker Medical's terms and conditions can be found at https://techweb.stryker.com/Terms_Conditions/index.html.



Powered system (2)

Quote Number: 10778605

Version: 1

Prepared For: MONO COUNTY EMER MED SVCS

Attn:

Rep: Ricky Gonzalez

Email: ricardo.gonzalez@stryker.com

Phone Number:

Quote Date: 09/08/2023

Expiration Date: 10/08/2023

Contract Start: 09/08/2023

Contract End: 09/07/2024

Service Rep: Roger Castellon

Email: roger.castellon@stryker.com

Purchase Order Form



Account Manager : Ricky Gonzalez

Purchase Order Date : 09-08-2023 17:26:00 -0400

Cell Phone :

Expected Delivery Date :

Stryker Quote Number : 10778605

Customer PO Number :

Bill To	Customer # : 20162678
Company Name :	COUNTY OF MONO
Contact or Department :	
Street Address :	
Add'l Address Line :	
City, ST, ZIP :	, ,
Phone :	

Ship To / End User	Customer # : 20004972
Company Name :	MONO COUNTY EMER MED SVCS
Contact or Department :	
Street Address :	193 TWIN LAKES RD
Add'l Address Line :	
City, ST, ZIP :	BRIDGEPORT, California , 93517
Phone :	

Deliver To	Customer # : 20004972
Company Name :	MONO COUNTY EMER MED SVCS
Contact or Department :	
Street Address :	193 TWIN LAKES RD
Add'l Address Line :	
City, ST, ZIP :	BRIDGEPORT, California , 93517
Phone :	

Authorized Customer Initials _____

Authorized Customer Initials _____

Authorized Customer Initials _____

Description	Total
	\$127,285.80

Total : \$127,285.80

Purchase Order Form



Accounts Payable Contact Information

Name :

Email :

Phone :

Authorized Customer Signature

Name :

Title :

Signature :

Date :



MONO COUNTY SHORT FORM CONTRACT - GOODS and/or SERVICES

Contractor Name	<u>Styker Medical</u>	Contract #	<u>10778605</u>
Contractor Address	<u>PO Box 93308</u>	Vendor #	<u></u>
	<u>Chicago, IL. 60673-3308</u>	Account #	<u></u>
	<u></u>	Not to Exceed	<u>\$ 127,285.80</u>
	<u></u>		

Goods or Service Description/Details

2x 6507 POWER PRO 2, HIGH CONFIG, 2x ASSEMBLY, BATTERY CHARGER, 2x Lithium-Ion Battery, 2x ASSEMBLY, POWER CORD, NORTH AM, 2x MTS POWER LOAD *INCLUDES FLOOR PLATE*.

By signature of its Purchasing Agent below, Mono County agrees that the contractor named above shall provide the goods or services and associated materials, if any, for the prices or at the rates, and within the time period specified below.

Mono County Purchasing Agent or Authorized Signature

Date

All services and materials must be delivered within 120 days of the above date, after which this contract will be void. Contractor's provision of services and associated materials or goods is subject to the terms and conditions set forth on the reverse side of this Contract.***Contractors providing services within Mono County are required to obtain a business license and provide a W-9. Information about obtaining a County Business License can be found here <http://www.mono.ca.gov/tax/page/business-license-application> or by calling the Mono County Tax Collector at 760-932-5480.

Send invoices to:

Mono County EMS
PO Box 511
Bridgeport, CA 93517

Accepted:

Contractor Signature

Date

Print Contractor Name

Mono County Short Form Contract-Services

This Short Form Contract ("Contract") is made by and between the County of Mono ("County") and the party to which this Contract is addressed ("Contractor"), effective as of the date set forth above.

1. Contractor shall provide to County all services and associated materials, if any, as described, for the compensation, and within the time period specified or referenced on the reverse side of this Contract.
2. County shall make payment to Contractor for such services in accordance with the terms set forth herein within thirty (30) days after its receipt of an accurate, itemized written statement or invoice from Contractor.
3. Contractor shall comply with all applicable laws in the provision of services and associated materials, if any, pursuant to this Contract. Further, Contractor shall obtain and maintain all such licenses and permits, or other authorizations, as are required for it to provide the services and associated materials, if any, as have been requested of it by County pursuant to this Contract.
4. Contractor waives any right to, and shall deliver possession and title to County of, all publications, computer programs, inventions, or other property which result from the Contractor's performance of services pursuant to this Contract unless otherwise expressly agreed in writing by County.
5. Contractor shall, and shall require its agents, officers and employees to, maintain the confidentiality of any and all proprietary, privileged, or otherwise confidential information in County's possession and obtained by Contractor et al. as the result of their performance of this Contract, and shall refrain from disclosing or using such information except as necessary to provide the services and associated materials, if any, pursuant to this Contract.
6. Contractor shall maintain workers' compensation insurance to the extent required by law, and shall maintain at least the minimum types and amounts of other insurance coverage as are usually and customarily maintained by persons or firms engaged in the provision of the same or similar type of services and associated materials, if any, as called for by this Contract. Contractor shall add the County of Mono, its officers, agents, employees, and volunteers as additional insured to their general liability policy relating to all work performed under this Contract. Contractor's worker's compensation policy shall be endorsed with a waiver of subrogation in favor of County.
7. Contractor shall defend, indemnify, and hold harmless County, its agents, officers, employees and volunteers from and against any and all claims, liability, and other costs, including litigation costs and attorney's fees, arising out of or resulting from acts or omissions of Contractor, or Contractor's agents, officers, employees, or volunteers, or any person for whose acts or omission any of them may be liable, in the provision of services and associated materials, if any, hereunder.
8. Contractor shall prepare and maintain such records as may be required by law or this Contract regarding the Contractor's provision of services and associated materials, if any, pursuant to this Contract, and shall make such records available for inspection by County and other authorized entities and persons for reasonable requested audit or evaluation purposes.
9. Contractor shall refrain from, and require its agents, officers, and employees to refrain from, discriminating in violation of applicable federal or state law against any person in the course of providing services and associated materials, if any, pursuant to this Contract.
10. Contractor shall provide to County all warranties for all materials provided pursuant to this Contract which are impliedly or expressly provided by law or which the manufacturer customarily provides to purchasers or users.
11. This Contract may be terminated by either party upon at least ten (10) days prior written notice. Contractor shall be entitled to payment for services and associated materials, if any, provided prior to its receipt of notice of termination in accordance with terms and condition of this Contract.
12. This Contract may be amended only by mutual written consent of the parties; it is intended as the entire agreement between the parties, superseding all previous agreements between them. If any portion of this Contract is determined to be invalid, the remaining portions shall continue in full force and effect.
13. This Contract is governed by California law. Venue for any legal proceeding arising out of or related to it shall be in Mono County, California. If either party initiates legal proceedings against the other party with respect to the Contract, the non-prevailing party shall pay the prevailing party's costs and expenses (including reasonable attorney's fees).
14. The parties are independent contractors, and the employees, officers, and agents of one party shall not be deemed to be employees of the other party for any purpose.
15. By Contractor's signature on this Contract and/or Contractor's provision of services and associated materials, if any, pursuant to this Contract shall constitute Contractor's agreement to its terms and conditions. County's issuance of this Contract constitutes County's agreement to its terms and conditions.
16. Notwithstanding the above, this Contract is subject to and incorporates herein the terms of such bid specifications, if any, issued by County concerning the services rendered by Contractor.
17. In accordance with the California Labor Code, Contractor is advised that some or all of the services Contractor is to provide County pursuant to this Contract may constitute a "public work." Accordingly, Contractor, and any subcontractor, shall pay to all workers employed in the performance of such services not less than the general prevailing rate of per diem wages for regular, holiday, and overtime work. The general prevailing rates of per diem wages have been determined by the Director of the California Department of Industrial Relations (DIR); copies of the Director's determinations are on file at the Mono County Department of Public Works, 74 N. School Street, Bridgeport and are available upon request. For services constituting a public work, Contractor (and any subcontractor) must be registered with the DIR and is subject to compliance monitoring and enforcement by the DIR.
18. Vendors providing services within Mono County are required to obtain a business license and provide a W-9.
19. All services and materials must be provided or delivered within 120 days of the above date, after which this Contract becomes void. If a shorter period is provided on the reverse side of the Contract, then it shall govern.

20. Purchase Order and Quote from Stryker are attached hereto and incorporated by reference.



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: Community Development

TIME REQUIRED PUBLIC HEARING: 9:00 AM (30
minutes)

**PERSONS
APPEARING
BEFORE THE
BOARD**

Wendy Sugimura, Community
Development Director

SUBJECT PUBLIC HEARING: Potential
Moratorium on Overnight Rentals in
Multi-Family Residential Units

AGENDA DESCRIPTION:

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

Consider imposing a moratorium on all new short-term and transient overnight rentals in multi-family residential units regardless of land use designation for 45 days, with the potential for an extension.

RECOMMENDED ACTION:

Hold public hearing. Adopt an emergency ordinance temporarily suspending approval of new short-term and transient overnight rentals in multi-family residential units in all land use designations and direct staff to return with a potential extension before the 45-day expiration.

FISCAL IMPACT:

Potential loss of revenue from business license fees, transient rental occupancy taxes, and Housing Mitigation Ordinance fees.

CONTACT NAME: Wendy Sugimura

PHONE/EMAIL: 760-924-1814 / wsugimura@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff Report
Ordinance
Public Hearing Notice

History

Time	Who	Approval
10/1/2023 6:46 AM	County Counsel	Yes
9/25/2023 3:30 PM	Finance	Yes
10/3/2023 10:23 PM	County Administrative Office	Yes

Mono County Community Development

P.O. Box 347
Mammoth Lakes, CA 93546
(760) 924-1800, fax 924-1801
commdev@mono.ca.gov

P.O. Box 8
Bridgeport, CA 93517
(760) 932-5420, fax 932-5431
www.monocounty.ca.gov

October 10, 2023

To: Mono County Board of Supervisors

From: Wendy Sugimura, Director

Re: POTENTIAL MORATORIUM ON OVERNIGHT RENTALS FOR MULTI-FAMILY RESIDENTIAL UNITS

BACKGROUND

On May 3, 2022, the Board imposed a moratorium on new short-term and transient rentals, defined as nightly rentals of 30 or fewer days, in all single-family residential units regardless of land use designation. The moratorium was adopted as an urgency measure under Government Code §65858 and was set to remain in effect for 45 days unless extended. The moratorium was extended on June 14, 2023, for 22 months and 15 days, expiring on April 29, 2024. The Board may rescind the moratorium any time prior to its expiration date.

Also at the June 14, 2022, meeting, the Board directed staff to return with a recommendation for an additional moratorium on new short-term and transient rentals in multi-family residential units. Due to staffing constraints and deadline-driven priorities, this moratorium on multi-family units was delayed until today.

DISCUSSION

The moratorium on multi-family residential units would allow for further study and determination of the impacts of short-term and transient rentals. Potential options for modifying the County's current regulations can be reviewed while preserving existing long-term housing stock by preventing multi-family residential units from receiving new approvals to operate as short-term or transient rentals. Existing short-term and transient rental permits would be allowed to continue operating and/or renew permits for multi-family units, but no new business licenses for short-term or transient rentals would be allowed for multi-family units.

The Board may wish to consider exemptions to the proposed moratorium, which may include the following:

- In land use designations where short-term and transient rentals are currently permitted outright (Commercial Lodging moderate and high (CL-M and CL-H)), given nightly rentals are an intended use in these designations.
- Permit one newly constructed nightly rental unit for every three newly constructed long-term only rental units; construction of all three long-term rental units must be initiated and/or complete prior to start of construction of the nightly rental. (The Board may choose to modify these numbers or apply the exemption to existing units also.)
- Any other exemptions the Board desires.

The proposed moratorium does not currently include any exemptions. If the Board wishes to modify the ordinance or add any exemptions, staff may request a recess to incorporate the language into the moratorium.

All applications received prior to October 10, 2023, would be processed under the existing regulations. All applications for short-term and transient rentals received after October 10, 2023, will not be accepted.

A study on nightly rentals was funded in the budget adopted on Sept. 12, 2023. This study will provide information to evaluate Mono County's regulations regarding short-term rentals in both single- and multi-family residential units to assist with determining next steps. A future discussion will return to the Board in early 2024 in order for the Board to provide direction to staff prior to the expiration of the moratorium on rentals in single-family residential units.

ATTACHMENTS:

1. Ordinance ORD 23-__
2. Public Hearing notice



ORDINANCE NO. ORD23-__

**AN INTERIM ORDINANCE OF THE MONO COUNTY
BOARD OF SUPERVISORS TEMPORARILY SUSPENDING NEW SHORT-TERM
AND TRANSIENT RENTALS OF MULTI-FAMILY RESIDENTIAL UNITS
IN ALL LAND USE DESIGNATIONS**

WHEREAS, Government Code §65858 authorizes the adoption of an interim ordinance as an urgency measure to prohibit any uses that may be in conflict with a contemplated general plan, specific plan, or zoning proposal that the Board of Supervisors, planning commission or planning department is considering or studying or intends to study within a reasonable time, when necessary to protect the public safety, health, and welfare; and

WHEREAS, the lack of affordable housing for workforce and full-time residents in Mono County is a current and immediate threat to the public health, safety and welfare, and may be exacerbated by the loss of residential units to nightly rental uses; and

WHEREAS, the Board has identified a need to preserve long-term residential housing stock by limiting nightly rentals; and

WHEREAS, the Board of Supervisors held a public hearing to receive public testimony on the matter on October 10, 2023; and

WHEREAS, in order to preserve residential housing for potential long-term use while staff and decision makers study the impact of nightly rentals on residential and workforce housing and develop a comprehensive housing strategy for the unincorporated county, including any adjustments to the regulation of nightly rentals, the Board of Supervisors desires to temporarily suspend processing new applications for short-term or transient rentals in multi-family residences in all land use designations; and

NOW, THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF MONO FINDS AND ORDAINS that:

SECTION ONE: There is a current and immediate threat to the public health, safety and welfare as a result of the continuing conversion of multi-family residential housing units within unincorporated Mono County into short-term or transient rentals. Such conversion and use negatively impacts the amount of available long-term housing for residents. Therefore, County processing and/or approval of short-term or transient rental applications for multi-family residential units should be temporarily suspended in order to preserve existing housing stock and protect the public safety, health, and welfare of the residents of Mono County while the County analyzes possible revisions to its regulations regarding such uses.

SECTION TWO: No applications for short-term or transient rentals of multi-family residential units under Chapters 25 and 26 of the Mono County General Plan shall be accepted

1 for processing as of the effective date of this Ordinance. Any application received prior to that
2 date shall be processed in accordance with County standards in effect at the time of submission.
3 This action is taken to allow for the proper study by staff and decision makers of the impacts of
4 short-term and transient rentals and potential options for modifying the County's existing
5 regulations, while preserving existing long-term housing stock by preventing multi-family
6 residential housing units from receiving approvals to operate as short-term or transient rentals.

7 **SECTION THREE:** During the suspension, staff shall analyze the impacts of short-term
8 and transient rentals on long-term housing availability within Mono County and evaluate
9 possible modification to Chapter 25 and Chapter 26 of the Mono County General Plan or other
10 applicable regulations.

11 **SECTION FOUR:** This ordinance shall become effective upon adoption as an urgency
12 measure pursuant to Government Code sections 65858 and 25123 and shall remain in effect,
13 unless extended as allowed by law, for 45 calendar days. The Clerk of the Board of Supervisors
14 shall post this ordinance and also publish it or a summary thereof in the manner prescribed by
15 Government Code section 25124 no later than 15 days after the date of its adoption.

16 **PASSED, APPROVED and ADOPTED** this 10th day of October 2023, by the
17 following vote, to wit:

18 **AYES:**

19 **NOES:**

20 **ABSENT:**

21 **ABSTAIN:**

22 _____
Rhonda Duggan, Chair
Mono County Board of Supervisors

23 **ATTEST:**

24 **APPROVED AS TO FORM:**

25 _____
Clerk of the Board

26 _____
County Counsel

MONO COUNTY

Community Development

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

PO Box 8
Bridgeport, CA 93517
760.932.5420, fax 932.5431
www.monocounty.ca.gov

Date: September 22, 2023
To: Mammoth Times
From: Heidi Willson
Re: Legal Notice for the September 28, **2023** issue.
Invoice: Heidi Willson, PO Box 347, Mammoth Lakes, CA 93546

NOTICE OF PUBLIC HEARING

CORRECTION TO PREVIOUS NOTICE: NOTICE IS HEREBY GIVEN that the Board of Supervisors will conduct a public hearing on **October 10, 2023**. The meeting will be accessible remotely by livecast at: <https://monocounty.zoom.us/j/83937374811> or in-person at the Board Chambers, 2nd floor, County Courthouse, Bridgeport, CA, 93517 or via Teleconference Location at the Mono Lake Room of the Mono County Civic Center, First Floor, 1290 Tavern Road, Mammoth Lakes, CA, 93546 where members of the public shall have the right to observe and offer public comment, to consider the following: **No earlier than 9:00 a.m.: Potential moratorium on overnight rentals in multi-family residential units.** Consider imposing an emergency moratorium on all new short-term and transient overnight rentals in multi-family residential units regardless of land use designation for 45 days, with the potential for an extension. The moratorium would be effective immediately upon adoption. Exemptions may be considered. INTERESTED PERSONS are strongly encouraged to attend the meeting and to submit comments to the Community Development Department, PO Box 347, Mammoth Lakes, CA, 93546, by **8 am on Monday, October 9, 2023**, to ensure timely receipt, by email at cddcomments@mono.ca.gov, via the livecast meeting (technology permitting) or in person. If you challenge the proposed action(s) in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the Community Development Department at, or prior to, the public hearing.

###



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: Public Works

TIME REQUIRED 10 minutes

PERSONS APPEARING BEFORE THE BOARD Paul Roten, Public Works Director

SUBJECT Mono County Jail Facility - Update

AGENDA DESCRIPTION:

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

Presentation by Public Works Director, Paul Roten regarding the progress in constructing a new Mono County Jail on Twin Lakes Road in Bridgeport.

RECOMMENDED ACTION:

None, informational only.

FISCAL IMPACT:

None.

CONTACT NAME: Paul Roten

PHONE/EMAIL: 7607090427 / proten@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff Report BP Jail Update
Presentation

History

Time	Who	Approval
10/1/2023 6:47 AM	County Counsel	Yes
9/25/2023 11:02 AM	Finance	Yes

10/5/2023 2:04 PM

County Administrative Office

Yes



MONO COUNTY DEPARTMENT OF PUBLIC WORKS

POST OFFICE BOX 457 • 74 NORTH SCHOOL STREET • BRIDGEPORT, CALIFORNIA 93517
760.932.5440 • Fax 760.932.5441 • monopw@mono.ca.gov • www.monocounty.ca.gov

Date: October 10, 2023
To: Honorable Chair and Members of the Board of Supervisors
From: Paul Roten, Public Works Director
Re: Mono County Adult Detention Facility Update

Background:

With Senate Bill (SB) 844, Mono County was awarded a \$25,000,000 grant to assist in replacing the Mono County Jail in Bridgeport. The following is a rough overview of the process since that time.

2017 February - The Board selected the option to construct a new facility at the Old Hospital. This location required the demolition of the existing abandoned hospital.

2021 February – Mono County established a contract with Lionakis for Architectural Services.

2022 February – Mono County established a contract with Kitchell for Construction Management Services.

2023 August –Hazardous Material Abatement and Monitoring tasks complete.

2023 June – Mono County received approval by the California State Department of Finance to continue the design process.

Discussion:

Since Last Update:

2023 September – Site Utility Relocation work began.

2023 September – Lionakis prepared Construction Bid Package for submittal to Fire Marshal

2023 September – State Fire Marshal Plan review began.

Upcoming schedule (actual schedule may change due to weather and/or outside agency requirements)

2023 October – Rapid Impaction Compaction test process.

2023 October – continue site utility and relocation work and begin building demolition.

2023 October – continue Site Ground Lease work with Department of General Services and Board of State and Community Corrections.

2023 November – Establish contract for and begin Site Compaction process (if weather permits)

2024 April – begin Site Compaction process (later date if forced by weather)

2024 April – Lionakis to complete construction bid package incorporating comments from Kitchell, County and State Fire Marshall and Kitchell.

2024 May/June – Bid Process to select Construction Contractor.

2024 June – Begin Construction on Mono County Jail.

2025 December – Mono County Sheriff's to begin preparing for move.

2026 April – Jail Construction generally Complete.

2026 June – Inmates move in.

Please contact me at 760-709-0427 if you have any questions regarding this item.

Respectfully submitted,

Paul Roten

Mono County Jail Update

October 10, 2023



LIONAKIS



Mono County Jail Update

~~▶ Hazardous Material Removal~~

▶ **Site Preparation**

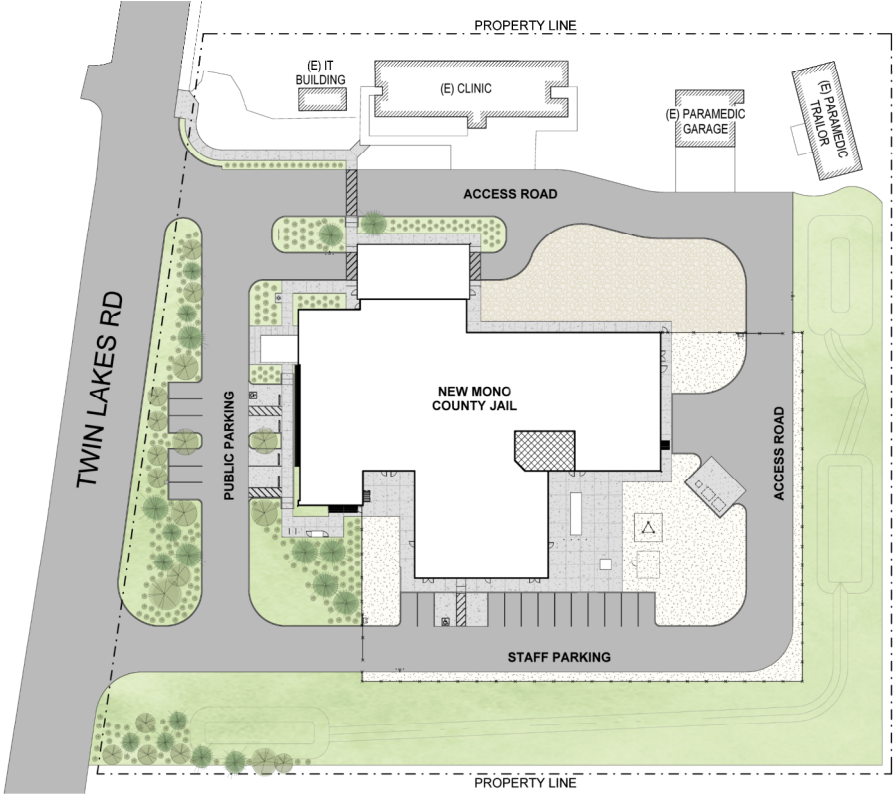
- ▶ Design update - Project Benefits (by Sheriff's Department)
- ▶ Budget update (will be generally included in quarterly updates)
- ▶ Present work tasks
- ▶ Project Schedule
- ▶ Next steps

Design update



Site Location

Design update



Facility Site Plan



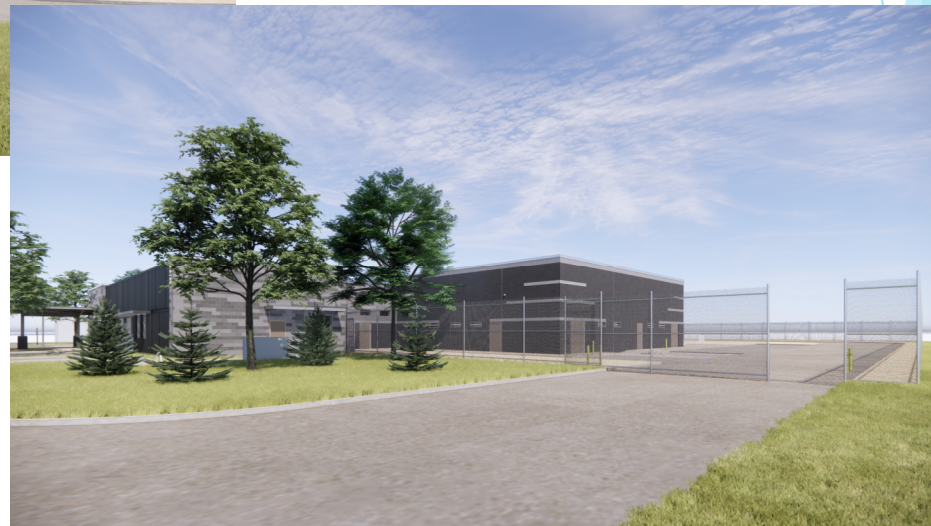
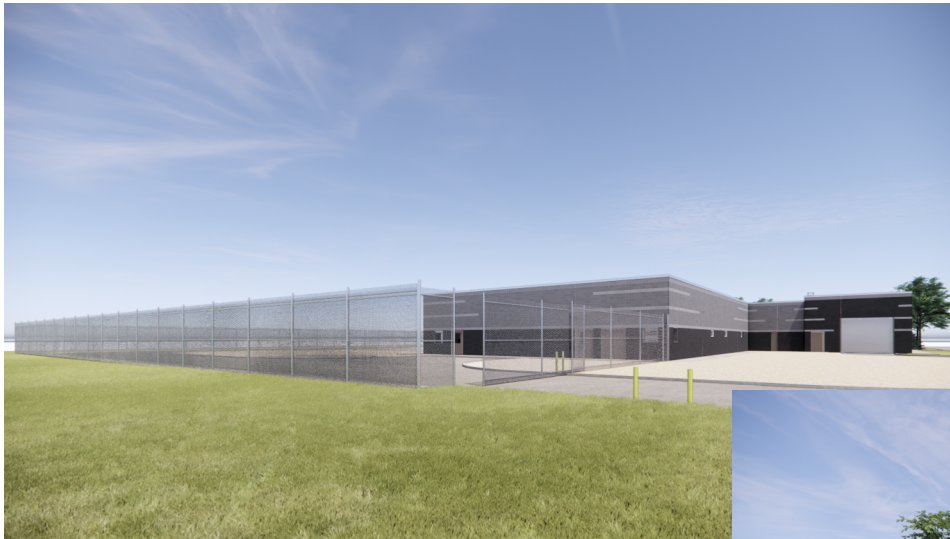
Design update



Public Front/Entry



Design update



Secure/Controlled Access

Design update



Floor Plan

Site Preparation - Old Mono Hospital Site

- ▶ ~~Asbestos removal is complete~~
 - ▶ ~~Through an operation that took three phases, the hazardous materials at the hospital were removed~~
 - ▶ ~~The monitoring efforts have now shown that the site materials are safe for normal disposal processes~~
- ▶ Utility Relocation and Demolition
 - ▶ Provide utilities for new Jail
 - ▶ Prepare site for the compaction process
 - ▶ Remove overhead power lines and poles that are in way of new construction

Process

State Agencies Involved in Process:

- ▶ Board of State and Community Corrections (BSCC)
- ▶ State Department of General Services (DGS Real Estate Services Branch)
- ▶ Department of Finance (DOF) and State Public Works Board (SPWB)
- ▶ Office of the State Fire Marshal

Process

STATE LEASE REVENUE BOND FINANCING

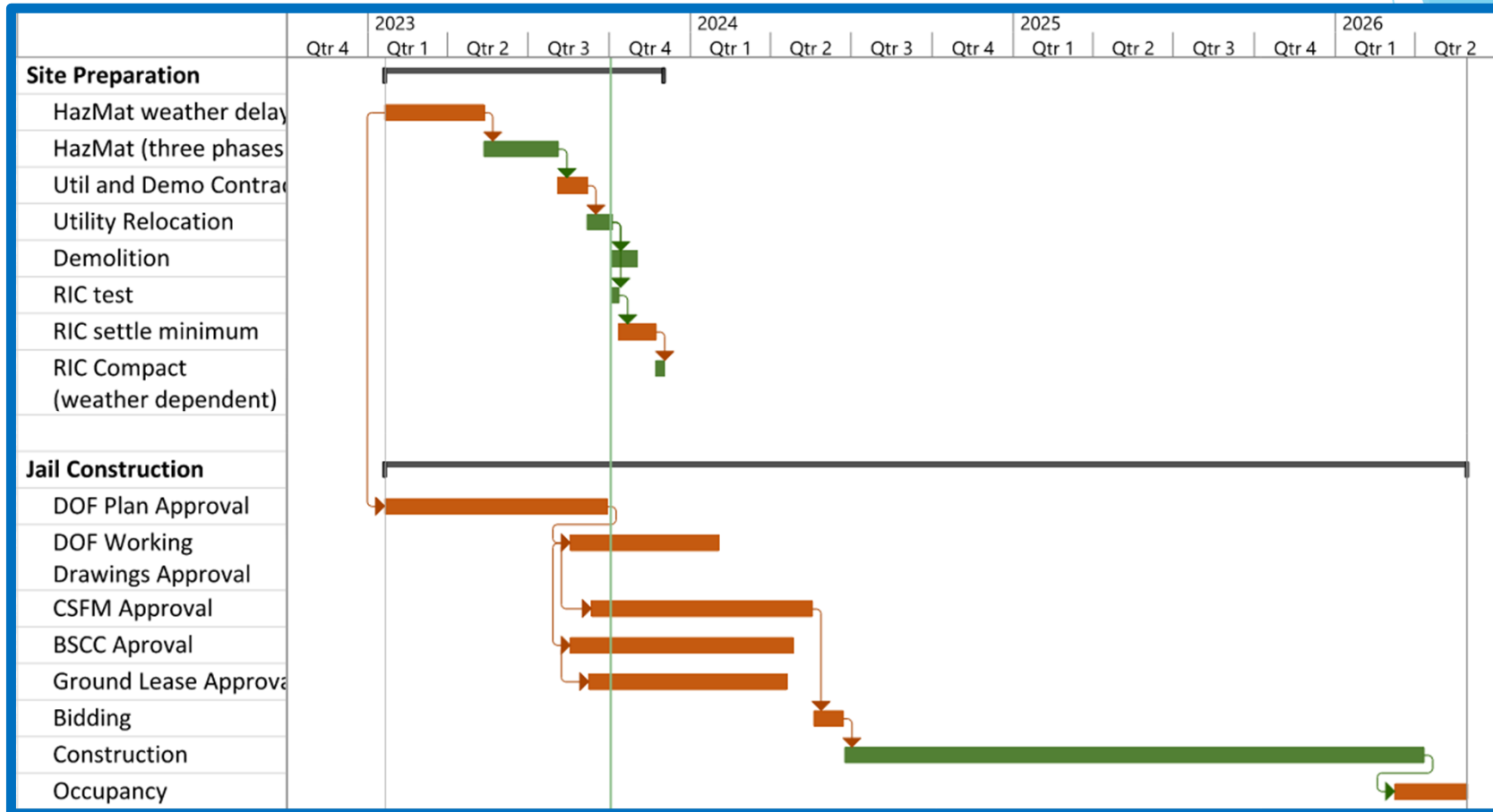
Cumbersome Process and Deliverables

- ▶ ~~Project Establishment~~
- ▶ ~~Preliminary Plans (Design Development)~~
- ▶ ~~Construction Documents~~
- ▶ **Ground Lease and Agreements**
- ▶ **Authorization to Bid**
- ▶ Bid Tabulation and Approval
- ▶ Issuance of Notice to Proceed
- ▶ Construction and Closeout

Board of State and Community Corrections Key Milestones

- ▶ ~~Project Establishment~~
 - ~~Established September 15, 2022 (State Public Works action item)~~
- ▶ ~~Preliminary Plans~~
 - ~~Prior anticipated approval of February 13, 2023 (packaged November 2022)~~
 - ~~Anticipated approval end of April 2023 (current update)~~
- ▶ Working Drawings
 - Approvals from agencies and DOF
 - Ground Lease approval
 - DOF approval to Bid
- ▶ Bidding
 - Bids and conditional BOS approval
 - DOF issuance of Notice to Construct
- ▶ Construction

Mono County Jail Schedule



Next Steps

- ▶ ~~Approval of Preliminary Plans~~
- ▶ Make Site Ready
 - ▶ ~~HazMat process~~
 - Demolition of old Hospital
 - Improvement of poor soils
- ▶ Review and Approval of Working Drawings
- ▶ Execution of Ground Lease
- ▶ Bidding
 - Conditional Award
- ▶ DOF Approval and Notice to Proceed
- ▶ Construction

Questions?





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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: Community Development

TIME REQUIRED 15 minutes

**PERSONS
APPEARING
BEFORE THE
BOARD**

Wendy Sugimura, Community
Development Director

SUBJECT Contract with MIG, Inc. for a Short-
Term Rental Housing Study

AGENDA DESCRIPTION:

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

Proposed contract with MIG, Inc. pertaining to a study of the impacts of short-term rentals on the housing situation in Mono County.

RECOMMENDED ACTION:

Approve, and authorize the CAO to sign, contract with MIG, Inc. for a Short-Term Rental Housing Study for the period September 12, 2023, through December 31, 2024, and a not-to-exceed amount of \$70,870.

FISCAL IMPACT:

The Board approved a policy item for the \$70,870 cost and included it in the Community Development approved budget for FY 2023-24.

CONTACT NAME: Wendy Sugimura

PHONE/EMAIL: 760-924-1814 / wsugimura@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
staff report
proposed contract

History

Time	Who	Approval
10/2/2023 5:54 AM	County Counsel	Yes

9/25/2023 12:50 PM

Finance

Yes

10/2/2023 9:15 PM

County Administrative Office

Yes

Mono County Community Development Department

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

PO Box 8
Bridgeport, CA 93517
760.932.5420, fax 932.5431
www.monocounty.ca.gov

October 10, 2023

To: Honorable Mono County Board of Supervisors

From: Wendy Sugimura, Director

RE: CONTRACT WITH MIG, INC. FOR A SHORT-TERM RENTAL HOUSING STUDY

BACKGROUND

On May 3, 2022, the Board imposed a moratorium on new short-term and transient rentals, defined as nightly rentals of 30 or fewer days, in all single-family residential units regardless of land use designation. The moratorium was adopted as an urgency measure under Government Code §65858 and eventually extended to April 29, 2024. The Board may rescind the moratorium any time prior to its expiration date.

When the moratorium was extended to its maximum time limit, the Board directed staff to 1) study the impacts of short-term rentals (STRs) on housing availability to support a final policy decision, and 2) return with a recommendation for an additional moratorium on new short-term and transient rentals in multi-family residential units. Both items are before the Board today. The Board initially reviewed the proposed scope of work for the STR study during the August 10, 2023, budget policy meeting, and then approved a budget adjustment for the base scope of work cost of \$70,870 on September 12, 2023.

DISCUSSION

The impact of STRs on the long-term rental or ownership housing market is difficult to determine because the impacts are often not a direct one-to-one exchange of units. The ultimate result is based on a decision-making process by an individual homeowner, taking several variables into consideration. Staff had several internal conversations with various departments and a few consultants on the way to developing the proposed scope of work.

The study by MIG, Inc. has a not-to-exceed contract cost of \$70,870 with two optional tasks (see Attachment), which would require budget and contract amendments. The study would provide the following:

- Review of literature and best practices to leverage the current understanding of the relationship between short-term and long-term rentals and known data to evaluate the situation in Mono County.
- Analyze the current inventory of STRs in Mono County, including the change in prevalence, changes in housing composition, and impacts of COVID migration.
- Analyze Mono County's policy and regulatory framework, compare it to other jurisdictions and best practices, outreach to stakeholders, and prepare draft findings.
- Conduct outreach to specific stakeholder groups as well as general surveys. Staff may outreach to Regional Planning Advisory Committees (RPACs).
- Compile a consolidated report and present it to the Board of Supervisors.
- An optional task (Task 4) for \$4,850 estimates the value of STRs to the local economy as well as the extent to which the creation of new STR units results in new workforce housing demand. One concern about this component is it may affect the nexus study that was conducted for the Housing Mitigation Ordinance (HMO) and trigger an update of HMO fees. The Board may include this optional task in the contract approval at this time, or direct the task at a later date (which may be after the moratorium has expired).

- One further optional task is included with no cost estimate. This task investigates the feasibility of determining the direct causal impact of STRs on long-term housing. As stated previously, a one-to-one relationship often does not exist and so determining direct impacts is difficult. This task would likely be expensive, potentially on a time-and-materials basis, the value of the results is unknown at this time, and the work may not be completed before the moratorium expires. If this task is of interest, the Board should direct staff to return with a contract amendment and suggested contract limit.

For questions, please contact Wendy Sugimura at 760-924-1814 or wsugimura@mono.ca.gov.

ATTACHMENT:

Proposed contract and scope of work.

**AGREEMENT BETWEEN COUNTY OF MONO
AND MIG, INC.
FOR THE PROVISION OF PLANNING SERVICES**

INTRODUCTION

WHEREAS, the County of Mono (hereinafter referred to as "County") may have the need for the services of MIG, Inc. of Berkeley, CA (hereinafter referred to as "Contractor"), and in consideration of the mutual promises, covenants, terms and conditions hereinafter contained, the parties hereby agree as follows:

TERMS AND CONDITIONS

1. SCOPE OF WORK

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

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

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

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

2. TERM

The term of this Agreement shall be from September 12, 2023, to December 31, 2024, unless sooner terminated as provided below.

3. CONSIDERATION

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

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

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

D. Limit upon amount payable under Agreement. The total sum of all payments made by County to Contractor for services and work performed under this Agreement shall not exceed \$70,870.00, not to exceed \$70,870.00 in any twelve-month period, plus the amount of any change order(s) approved in accordance with authority delegated by the Board of Supervisors (hereinafter referred to as "Contract Limit"). County expressly reserves the right to deny any payment or reimbursement requested by Contractor for services or work performed that is in excess of the Contract Limit.

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

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

F. Federal and State Taxes.

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

(2) County shall withhold California state income taxes from payments made under this Agreement to non-California resident independent contractors when it is anticipated that total annual payments to Contractor under this Agreement will exceed One Thousand Four Hundred Ninety-Nine dollars (\$1,499.00).

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

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

4. WORK SCHEDULE

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

5. REQUIRED LICENSES, CERTIFICATES, AND PERMITS

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

6. OFFICE SPACE, SUPPLIES, EQUIPMENT, ETC

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

7. COUNTY PROPERTY

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

B. Products of Contractor's Work and Services. Any and all compositions, publications, plans, designs, specifications, blueprints, maps, formulas, processes, photographs, slides, videotapes, computer programs,

computer disks, computer tapes, memory chips, soundtracks, audio recordings, films, audio-visual presentations, exhibits, reports, studies, works of art, inventions, patents, trademarks, copyrights, or intellectual properties of any kind that are created, produced, assembled, compiled by, or are the result, product, or manifestation of, Contractor's services or work under this Agreement are, and at the termination of this Agreement shall remain, the sole and exclusive property of County. At the termination of the Agreement, Contractor will convey possession and title to all such properties to County.

8. INSURANCE

Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Contractor, his agents, representatives, employees or subcontractors.

A. Minimum Scope and Limit of Insurance. Coverage shall be at least as broad as (please select all applicable):

Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

Automobile Liability: ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

Workers' Compensation: as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

Worker's Compensation Exempt: Contractor is exempt from obtaining Workers' Compensation insurance because Contractor has no employees. Contractor shall notify County and provide proof of Workers' Compensation insurance to County within 10 days if an employee is hired. Such Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of County for all work performed by Contractor, its employees, agents, and subcontractors. Contractor agrees to defend and indemnify County in case of claims arising from Contractor's failure to provide Workers' Compensation insurance for employees, agents and subcontractors, as required by law.

Professional Liability (Errors and Omissions): Insurance appropriate to the Contractor's profession, with limit no less than \$1,000,000 per occurrence or claim, \$1,000,000 aggregate.

Contractors' Pollution Legal Liability and/or Asbestos Legal Liability and/or Errors and Omissions (if project involves environmental hazards) with limits no less than \$1,000,000 per occurrence or claim, and \$1,000,000 policy aggregate.

If the Contractor maintains broader coverage and/or higher limits than the minimums shown above, the County requires and shall be entitled to the broader coverage and/or the higher limits maintained

by the contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the County.

B. Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:

- (1) **Additional Insured Status:** The County, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).
- (2) **Primary Coverage:** For any claims related to this contract, the Contractor's insurance coverage shall be primary and non-contributory and at least as broad as ISO CG 20 01 04 13 as respects the County, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the County, its officers, officials, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it. This requirement shall also apply to any Excess or Umbrella liability policies.
- (3) **Umbrella or Excess Policy:** The Contractor may use Umbrella or Excess Policies to provide the liability limits as required in this agreement. This form of insurance will be acceptable provided that all of the Primary and Umbrella or Excess Policies shall provide all of the insurance coverages herein required, including, but not limited to, primary and non-contributory, additional insured, Self-Insured Retentions (SIRs), indemnity, and defense requirements. The Umbrella or Excess policies shall be provided on a true "following form" or broader coverage basis, with coverage at least as broad as provided on the underlying Commercial General Liability insurance. No insurance policies maintained by the Additional Insureds, whether primary or excess, and which also apply to a loss covered hereunder, shall be called upon to contribute to a loss until the Contractor's primary and excess liability policies are exhausted.
- (4) **Notice of Cancellation:** Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the County.
- (5) **Waiver of Subrogation:** Contractor hereby grants to County a waiver of any right to subrogation which any insurer of said Contractor may acquire against the County by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the County has received a waiver of subrogation endorsement from the insurer.
- (6) **Self-Insured Retentions:** Self-insured retentions must be declared to and approved by the County. The County may require the Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or County. The CGL and any policies, including Excess liability policies, may not be subject to a self-insured retention (SIR) or deductible that exceeds \$100,000 unless approved in writing by County. Any and all deductibles and SIRs shall be the sole responsibility of Contractor or subcontractor who procured such insurance and shall not apply to the Indemnified Additional

Insured Parties. County may deduct from any amounts otherwise due Contractor to fund the SIR/deductible. Policies shall NOT contain any self-insured retention (SIR) provision that limits the satisfaction of the SIR to the Named. The policy must also provide that Defense costs, including the Allocated Loss Adjustment Expenses, will satisfy the SIR or deductible. County reserves the right to obtain a copy of any policies and endorsements for verification.

- (7) **Acceptability of Insurers:** Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the County.
- (8) **Claims Made Policies:** If any of the required policies provide claims-made coverage:
 - a. The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work.
 - b. Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
 - c. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.
- (9) **Verification of Coverage:** Contractor shall furnish the County with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause and a copy of the Declarations and Endorsements Pages of the CGL and any Excess policies listing all policy endorsements. All certificates and endorsements and copies of the Declarations & Endorsements pages are to be received and approved by the County before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Contractor's obligation to provide them. The County reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time. County reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.
- (10) **Special Risks or Circumstances:** County reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

9. STATUS OF CONTRACTOR

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

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

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

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

10. DEFENSE AND INDEMNIFICATION

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

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

11. RECORDS AND AUDIT

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

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

12. NONDISCRIMINATION

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

13. TERMINATION

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

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

14. ASSIGNMENT

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

15. DEFAULT

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

16. WAIVER OF DEFAULT

Waiver of any default by either party to this Agreement shall not be deemed to be a waiver of any subsequent default. Waiver or breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach, and shall not be construed to be a modification of the terms of this Agreement unless this Agreement is modified as provided in Paragraph 22.

17. CONFIDENTIALITY

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

18. CONFLICTS

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

19. POST-AGREEMENT COVENANT

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

20. SEVERABILITY

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

21. FUNDING LIMITATION

The ability of County to enter into this Agreement is based upon available funding from various sources. In the event that such funding fails, is reduced, or is modified, from one or more sources, County has the option to terminate, reduce, or modify this Agreement, or any of its terms within ten (10) days of notifying Contractor of the termination, reduction, or modification of available funding. Any reduction or modification of this Agreement effective pursuant to this provision must comply with the requirements of Paragraph 22.

22. AMENDMENT

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

23. NOTICE

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

County of Mono:
Community Development Department
Wendy Sugimura
PO Box 347, 1290 Tavern Road STE 138
Mammoth Lakes, CA 93546
wsugimura@mono.ca.gov

Contractor:
MIG, Inc.
Shawna Brekke-Read

800 Hearst Avenue
Berkeley, CA 94710
sbrekkeread@mig.com

24. COUNTERPARTS

This Agreement may be executed in two (2) or more counterparts (including by electronic transmission), each of which shall constitute an original, and all of which taken together shall constitute one and the same instrument. For purposes of this Agreement, a photocopy, facsimile, .pdf, or electronically scanned signatures, including but not limited to DocuSign or similar service, shall be deemed as valid and as enforceable as an original.

25. ENTIRE AGREEMENT

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

IN WITNESS THEREOF, THE PARTIES HERETO HAVE SET THEIR HANDS AND SEALS, EFFECTIVE AS OF THE DATE LAST SET FORTH BELOW, OR THE COMMENCEMENT DATE PROVIDED IN PARAGRAPH 2 OF THIS AGREEMENT, WHICHEVER IS EARLIER .

COUNTY OF MONO

CONTRACTOR

By: _____
Title: _____
Dated: _____

By: _____
Title: _____
Dated: _____

APPROVED AS TO FORM:

County Counsel

APPROVED BY RISK MANAGEMENT:

Risk Manager

ATTACHMENT A

**AGREEMENT BETWEEN THE COUNTY OF MONO
AND MIG, Inc.
FOR THE PROVISION OF SHORT-TERM RENTAL HOUSING STUDY SERVICES**

TERM:

FROM: 09/12/2023 TO: 12/31/2024

SCOPE OF WORK:

See attached scope of work. Clarification: MIG will subcontract to BAE and will not substitute another subcontractor without the County's written approval.



Mono County

SHORT-TERM RENTAL HOUSING STUDY

SCOPE OF SERVICES

July 6, 2023

MIG, Inc., is pleased to submit this proposal to support Mono County with a Short-Term Rental Housing Study. We approach our project assignments as a partnership and will work with County staff to support, promote, and uphold Mono County's goals and standards.

ABOUT MIG, Inc.

MIG, Inc., improves, adapts, and creates organizations, environments, and tools for human development. We are a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem-solving and collective action. We believe that the physical and social environment around us have a profound impact on our lives, and this belief shapes the principles that guide our work:

- Communities can plan their own futures.
- The world needs an ecological perspective.
- Great projects work for everyone.
- Elegant design inspires new thinking.
- Every project presents an opportunity to advance racial and social equity.
- All work must be context driven.

Our staff has assisted mountain communities facing regional, housing, economic, and equity issues, including balancing workforce housing with short-term rentals.

BAE

BAE Urban Economics, Inc., is a national urban economics and real estate consulting practice with staff based in the Lake Tahoe region. BAE provides a broad range of services focused on the nexus of market economics and feasibility and community-based planning. Key practice areas include affordable and workforce housing needs, market and financial feasibility analyses, and public policy analysis and strategy development.

BAE's passion for the "triple bottom-line" of sustainable economics, community equity and social justice, and environment sustainability is unique among urban economists. BAE believes practical solutions exist to help achieve this triple bottom-line. BAE considers environmental impacts, social benefits, and financial returns to create the best overall value and the highest quality outcomes for clients and their communities.

BAE staff's recent Short-Term Rental research experience includes the Eastern Placer County Short-Term Rental Economic Study, Truckee Short-Term Rental Housing Token Program Valuation Study, and Mariposa County Short-Term Rental Study.

PROJECT UNDERSTANDING

MIG and BAE will support Mono County with the analysis of the impacts of short-term rentals (STR) on workforce housing, using existing literature, case studies, and available Mono County and regional data. The scope for this effort includes in-person stakeholder interviews, preparation of policy and regulatory options, and a presentation of findings and options to the Board of Supervisors. We understand Mono County adopted an emergency moratorium on permitting new STRs since May 3, 2022, which will expire on May 3, 2024. The moratorium is intended to allow the County to develop a comprehensive housing strategy to address the lack of affordable housing for the workforce and loss of long-term housing rentals. The Board further directed County staff to analyze the impacts of short-term and transient rentals on long-term housing availability and evaluate possible modifications to Chapters 25 and 26 of the Mono County General Plan and other applicable regulations.

Prior to the moratorium, the County allowed STRs rentals in limited geographic areas, subject to a Use Permit and Annual Activity Permit. The County believes its activity permit requirements address the safety and operational issues associated with short-term rentals. The purpose of this project is to identify what impact(s), if any, STRs have on workforce housing supply and affordability in the county and whether any modifications to the current regulatory structure should be considered.

TASK 1: PROJECT COORDINATION AND MANAGEMENT

MIG and BAE will work closely with County staff to analyze impacts and identify options associated with STRs relative to workforce housing availability and affordability. The budget assumes regular team coordination, attendance on eight team conference calls, and ongoing project management during the assumed six-month process.

Deliverable(s)

- Meeting Notes/Discussion Summaries (PDF)
- Invoicing (PDF)

TASK 2: KICK-OFF MEETING

To kick off the project, MIG and BAE (Consultant Team) will participate in a virtual meeting with County staff (Client) to discuss the scope of work, budget, and schedule, and to confirm the project goals and desired outcomes. Town of Mammoth Lakes staff (Town) may be invited to participate in the meeting, pending County direction. The Client will provide an overview of the existing policy framework, noting aspects that are working well and ways the policy is falling short. The Client will also provide direction regarding stakeholders to engage as part of Stakeholder Interviews to be held during Task 7. MIG anticipates stakeholders may include representatives from affordable housing providers, housing developers, lodging industry, local managers of STRs, hotel/motel/lodging industry/association, tourism sector, and real estate industry.

The Consultant Team will also request available data and relevant background materials from the Client.

Deliverable(s)

- Kick-Off Meeting Agenda (PDF)
- Kick-Off Meeting Summary PDF)

TASK 3: LITERATURE REVIEW/BEST PRACTICES

BAE will leverage previously-conducted research regarding the current empirical research on relationships between the prevalence of STRs and long-term housing availability and pricing, both rental and for-sale. BAE will identify additional research conducted in recent months and will prepare an updated analysis that accounts for more recent findings from the academic literature. BAE will also update the literature review to include key findings from recent professional research conducted for peer communities throughout the Mountain West. BAE will conduct a review of the available literature regarding the impact of STRs on the viability (e.g., pricing and occupancy) of new and existing hotel properties, recognizing that STRs represent a competing form of visitor accommodations. BAE will then prepare a table and narrative summarizing the key findings from the literature review.

Deliverable(s)

- Key Findings and Best Practices Summary (Excel/PDF)

TASK 4: STRS IMPACTS ON VISITOR SPENDING AND WORKFORCE HOUSING DEMAND - OPTIONAL

To estimate the value of STRs to the local economy, as well as the extent to which creation of new STR units results in the creation of new workforce housing demand, BAE will collect data on the economic impacts of overnight tourist visitation from Dean Runyan and Associates¹ and will calculate a county-specific visitor spending-jobs multiplier.

Using this multiplier value, BAE will estimate the number of jobs supported based on visitor spending originating from persons staying overnight in hotel, motel, or vacation rental accommodations. Based on the total number of overnight visitor stays in hotel, motel, and vacation rental accommodations in Mono County, BAE will calculate the average number of visitor nights per job supported. BAE will apply the nights per job multiplier to the average STR occupancy in Mono County to estimate the number of STR units required to support one full-time equivalent job. BAE will leverage data from the U.S. Census Bureau's Public Use Microdata Sample (PUMS) dataset to calculate the average number of workers per resident workforce household and will calculate the number of STRs needed to generate demand for one new workforce housing unit. As part of this process, BAE will also calculate the total estimated visitor spending resulting from overnight stays in STR units and will estimate the indirect and induced

¹ [Dean Runyan and Associates](#) are private data vendors that have developed and maintain an economic impact model specific to the tourism industry. They sell data to a wide variety of economic development and tourism improvement agencies throughout the country, including to the State of California. Dean Runyan is the author of the [Economic Impacts of Travel in California](#) as the basis for the induced workforce housing demand analysis.

economic output and employment that results based on data from Dean Runyan, as well as from the IMPLAN² economic impact model.

Following the research, the Consultant Team will meet virtually with County staff to review the preliminary findings.

Deliverable(s)

- Preliminary Findings/Estimate of STR Impact on Visitor Spending and Workforce Housing Demand Memo (Word/PDF)
- Team Meeting (virtual)

TASK 5: STR AND HOTEL INVENTORY, OCCUPANCY, AND PRICING TRENDS

BAE will review the available transient occupancy tax (TOT) certificate and STR permits data provided by the Client to assess changes in the number of active STRs and hotel/motel rooms by county sub-area. BAE will also compare the number of known STRs and hotel/motel rooms in the market with the estimated trend in tourist visitation over time, as documented by Dean Runyan and Associates, as well as total number of housing units as documented by the Department of Finance and the U.S. Census Bureau (Census). BAE will collect data on homeowner's exemptions from the Mono County Assessor's Office and information on recent residential relocations from the U.S. Postal Service (USPS) National Change of Address (NCOA) data set for ZIP Codes within Mono County between 2018 and 2022.

Under this task, BAE will review trends in the number of STRs and other types of visitor accommodations (including hotel/motel and Bed-and-breakfast establishments) over time and will compare those trends to changes in how the housing stock is being utilized.

1. Change in the Prevalence of STRs

BAE will review the available TOT certificate and STR permits data provided by the Client to assess changes in the number of active STRs and hotel/motel rooms throughout the county and within up to four county sub areas. In addition, BAE will evaluate the unit type (STR, hotel/motel, bed and breakfast, etc.), unit size (e.g., number of bedrooms), average daily rate (ADR), and occupancy characteristics to the extent possible based on the available data.

2. Changes in Housing Composition

BAE will collect information on the total number of housing units in Mono County by sub area from the California Department of Finance (DOF) and the U.S. Census Bureau (Census). This will facilitate a comparison between the number of STRs and other visitor accommodation units

² [IMPLAN](#) is a software and data package that is commonly used by local government agencies to evaluate the economic impacts of proposed projects and/or policy interventions. While other economic modeling software packages exist in the market, such as REMI, the IMPLAN model is one of the most frequently used due to its relative cost-effectiveness. The model is based on a robust data set of national and regional economic accounts that document purchasing relationships between industries through multiple iterations or rounds of spending. The software also incorporates institutional demand and inter-institutional transfers, which reflect purchases made by households and government agencies, as well as transfers made between institutions. The IMPLAN software is frequently used by a wide variety of private organizations and government agencies, including the numerous state and local agencies, as well as the U.S. Bureau of Economic Analysis and the U.S. Environmental Protection Agency, among others. Data for use with the IMPLAN model area available at the County or ZIP Code level.

compared to changes in the housing stock by type. BAE will also collect data on residential vacancy over time, with a focus on identifying housing held vacant for seasonal and occasional use. This portion of the analysis will also include evaluation of data on homeowner's exemptions provided by the Mono County Assessor's Office to identify changes in owner occupancy rates, both overall and for housing that has changed hands (i.e., been sold) within the last five years.

3. Evaluating COVID Migration Impacts

Recognizing the significant impact that pandemic-induced migration has had on many tourist economies, BAE will compare the available statistics on population and household growth from the DOF and Census, with data on household and business relocations published by the U.S. Postal Service (USPS). BAE will compile and analyze data from the National Change of Address (NCOA) data set for ZIP Codes within Mono County, including for up to four specific breakout areas, and will evaluate the flow of households in to and out of Mono County ZIP Codes between 2018 and 2022. BAE will also collect information on school enrollment within the applicable school district to identify any discernible changes in the size of the local school-age population.

Deliverable(s)

- STR and Hotel Inventory, Occupancy, and Pricing Trends memo (Word/PDF)
- Team Meeting (virtual)

TASK 6: POLICY AND REGULATORY FRAMEWORK

MIG will research and analyze other Mountain West jurisdictions' policy and regulatory approaches to STRs. This task will include summarizing the County's existing and historical regulatory process based on information provided as part of Task 2. The analysis will identify policy rationales or purposes for regulating STRs and methods for preserving or constructing workforce housing. The analysis will include case studies and best practices for model ordinances, based on communities with similar economics and demographics (e.g., mountain and tourist economies). MIG will prepare an administrative summary of its findings, which will be used in the final report. As part of this task, MIG will also prepare draft questions for stakeholder interviews for County staff review and feedback and will schedule stakeholder interview sessions. At the end of this task, MIG will meet with County staff virtually to review the policy analysis, to receive feedback on draft questions, and to finalize details on next steps.

Deliverable(s):

- Administrative Draft Policy Analysis (Word/PDF)
- Draft Questions for Stakeholder Interviews (Word/PDF)

TASK 7: STAKEHOLDER DISCUSSIONS

MIG will conduct up to six in-person stakeholder group interviews over a two-day period to review preliminary findings and receive feedback about STR regulation to date and policy options for the future. Based on feedback from Task 2, stakeholders may include representatives from tourism/lodging, housing, community support organizations, and the business community. MIG will finalize questions

based on County review and feedback in advance of the interviews. Following the interviews, MIG will prepare an administrative summary of stakeholder interview key findings.

Deliverable(s)

- Stakeholder Meetings (up to six in-person during a two-day period)
- Summary of Stakeholder Interviews (Word/PDF)

TASK 8: FINAL STR HOUSING STUDY

MIG and BAE will prepare a consolidated report based on the materials and information prepared during earlier tasks.

Deliverable(s)

- Draft and Final STR Housing Study (Word/PDF)

TASK 9: BOS MEETING (in-person)

MIG and BAE will prepare a presentation to the Board of Supervisors for staff use and/or for Consultant presentation. The presentation will include BAE's summary of key findings as well as the policy framework analysis and options for the BOS to consider and discuss. MIG and BAE staff will attend one Board of Supervisors meeting to present the findings and recommendations, answer questions regarding the analysis, and support the discussion on next steps.

Deliverable(s)

- Attendance at one Board of Supervisors Meeting (in-person)
- Board of Supervisors Presentation (PowerPoint/PDF)

OPTIONAL TASK: PHASE II ESTIMATE SUPPLY SIDE IMPACTS OF STR EXPANSION

As an optional second phase, BAE will investigate the feasibility of estimating the causal impact of an increase in the number of STRs in the market with changes in the availability of long-term housing in Mono County, both rental and for-sale, based on methods implemented within the academic literature and comparable professional studies.

The scope of work for Phase II includes three main steps:

1. Identification and evaluation of the available data sets within the local, regional, and statewide context.
2. Evaluation of methodological options considering the available data and development of a preferred methodological approach along with identification of limitations to that methodology.
3. If the County chooses to proceed based on the findings from the first two steps: Implementation of the preferred methodology and generation of estimates of the number of housing units converted from long-term occupancy, both rental and for-sale, because of a specified increase in the number of STRs.

Due to uncertainties regarding the availability of data pertaining to relevant variables (e.g., can needed data for the relevant variables be obtained?), the quality and completeness of that data (e.g., does the data leave out important records; is it accurate; is it reliable, etc.), as well as the relevance of that data

to the subject area of study (i.e., is the data specific to Mono County, the broader Central Sierra Nevada region, the State of California?), BAE proposes to check in with County staff and, if needed, local decision makers, regarding decisions to move forward with the research after completion of the first two steps. BAE will present relevant concerns regarding the available data and its geographic applicability, as needed, and will rely on local stakeholders to make the go/no-go decisions on whether to proceed with the third step based on their understanding as to whether the outcome of the statistical modeling process will provide the types of answers the community is seeking.

At this time, no budget has been assigned to these tasks. If the County elects to move forward with the Phase II analysis, BAE will work with County staff to develop a budget reflective of the required level of effort involved in the process. The cost is anticipated to be significantly above the proposed baseline cost for the Phase I research effort.

Budget

MIG proposes to complete the above scope of work, excluding optional tasks, with a not to exceed budget of **\$70,870** without Optional Task 4, inclusive of expenses. The attached budget spreadsheet provides a breakdown of estimated hours by staff and direct costs for each project task. Billing rates are subject to revision on or after January 1, 2024. Expenses are passed through to the client with no markup. Consultant reserves the right to reallocate budget between line items as needed to best meet the needs of the project.

ATTACHMENT B

**AGREEMENT BETWEEN THE COUNTY OF MONO
AND MIG, Inc. FOR
THE PROVISION OF A SHORT-TERM RENTAL HOUSING STUDY SERVICES**

TERM:

FROM: 09/12/2023 TO: 12/31/2024

SCHEDULE OF FEES:

[CLICK HERE TO ENTER TEXT](#)

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



MONO COUNTY SHORT-TERM RENTAL HOUSING STUDY ESTIMATED BUDGET

July 6, 2023

		MIG, Inc.										BAE				Direct Costs	TOTAL FEES		
		D. Amsden Principal-in-Charge		S. Brekke-Read Project Director		Project Associate		L. Maness Project Administrator		MIG TOTAL		A. Nousaine Principal		M. Fairris Senior Associate				BAE TOTAL	
		Hrs@	\$205	Hrs@	\$205	Hrs@	\$115	Hrs@	\$125	Hours	Amount	Hrs@	\$300	Hrs@	\$170			Hours	Amount
PHASE 1 SUMMARY																			
Task 1	Project Coordination and Management	8	\$1,640	12	\$2,460	0	\$0	8	\$1,000	28	\$5,100	8	\$2,400	4	\$680	12	\$3,080	\$0	\$8,180
Task 2	Kick-Off Meeting (virtual)	2	\$410	2	\$410	4	\$460	0	\$0	8	\$1,280	2	\$600	2	\$340	4	\$940	\$0	\$2,220
Task 3	Literature Review/Best Practices	2	\$410	2	\$410	0	\$0	0	\$0	4	\$820	8	\$2,400	0	\$0	8	\$2,400	\$0	\$3,220
Task 4	STR Impacts on Visitor Spending and Workforce Housing Demand - Optional	2	\$410	4	\$820	8	\$920	0	\$0	14	\$2,150	4	\$1,200	0	\$0	4	\$1,200	\$1,500	\$4,850
Task 5	STR and Hotel Inventory, Occupancy, and Pricing Trends	2	\$410	6	\$1,230	4	\$460	0	\$0	12	\$2,100	40	\$12,000	28	\$4,760	68	\$16,760	\$0	\$18,860
Task 6	Policy and Regulatory Framework	2	\$4,920	6	\$1,230	20	\$2,300	0	\$0	28	\$8,450	0	\$0	0	\$0	0	\$0	0	\$8,450
Task 7	Stakeholder Discussions (in-person)	24	\$410	4	\$820	24	\$2,760	0	\$0	52	\$3,990	0	\$0	0	\$0	0	\$0	\$1,500	\$5,490
Task 8	Summary Report	2	\$410	4	\$820	20	\$2,300	0	\$0	26	\$3,530	20	\$6,000	16	\$2,720	36	\$8,720	\$0	\$12,250
Task 9	BOS Meeting (in-person)	16	\$3,280	20	\$4,100	8	\$920	0	\$0	44	\$8,300	8	\$2,400	0	\$0	8	\$2,400	\$1,500	\$12,200
Subtotal - no optional tasks		58	\$11,890	56	\$11,480	80	\$9,200	8	\$1,000	202	\$33,570	86	\$25,800	50	\$8,500	136	\$34,300	\$3,000	\$70,870
TOTAL PHASE 1 HOURS AND COSTS		60	\$12,300	60	\$12,300	88	\$10,120	8	\$1,000	216	\$35,720	90	\$27,000	50	\$8,500	140	\$35,500	\$4,500	\$75,720



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

Departments: Board of Supervisors

TIME REQUIRED 20 minutes

**PERSONS
APPEARING
BEFORE THE
BOARD**

Scott Armstrong, Regional Broadband
Coordinator

SUBJECT Update on Broadband in Mono
County and Initiation of a Mono
County Broadband Strategic Plan

AGENDA DESCRIPTION:

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

Presentation by Scott Armstrong regarding updates on the Inyo-Mono Broadband Consortium (IMBC) work and California Broadband Cooperative (CBC) digital.

RECOMMENDED ACTION:

None, informational only.

FISCAL IMPACT:

None.

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
staff report
Power Point Presentation

History

Time	Who	Approval
10/1/2023 6:00 AM	County Counsel	Yes
9/25/2023 3:23 PM	Finance	Yes

10/2/2023 10:27 PM

County Administrative Office

Yes

Broadband Strategic Plan for Mono County

Overview:

- This Broadband Strategic Plan will be a roadmap for Mono County to improve Broadband Internet quality, access, equity, affordability, and adoption. The Broadband Strategic Plan will present recommendations for the implementation of a variety of prioritized strategies intended to solve or overcome specific challenges to Broadband quality, access, equity, affordability, and adoption in Mono County.
- The process to develop Mono County's Broadband Strategic Plan is designed around the recommended Broadband Strategic Plan development strategies from the [Pew Charitable Trusts](#).
- The planned development activities will include community engagement and collaborative decision-making.
- The project to develop the Broadband Strategic Plan will require a team of people to meet regularly and accomplish a variety of tasks. The frequency of meetings and availability of time to accomplish tasks will determine the duration of the project.

Proposal:

As part of my activities associated with the IMBC grant, I am tasked with understanding broadband needs of each ESCOG Member Agency regarding implementing and utilizing broadband in support of regular business operations, with the result being individual agency broadband strategies. This Broadband Strategic Plan could apply to the entire County, including the incorporated Town of Mammoth Lakes. I would like to pursue this project with Mono County as part of my IMBC activities, and I propose the plan outline and activities described below.

- Plan activities:
 - o Establish a Core Project Group to meet regularly to work on the remaining activities.
 - o Identify stakeholders and involvement preferences.
 - o Engage the community to elicit input from residents, businesses and visitors using surveys, direct communication and possibly workshops.
 - o Collaboratively prioritize challenges, and strategies to overcome those challenges.
 - o Gather and collate data, possibly generate GIS maps.
 - o Obtain Executive & Key Stakeholder input and approval as appropriate.
 - o Develop a draft Broadband Strategic Plan document for Board approval that includes:
 - § Executive Summary of the Broadband Strategic Plan
 - § Description of the broadband-related current state & problems to be solved
 - § Description of the desired end state
 - § Recommended actions to reach the desired end state
 - § Future broadband considerations

Other details to be determined:

- Size and composition of project group or groups
- Method and frequency for information gathering, sharing and updates
- Project timeline



Broadband Update Mono County

October 10, 2023

<https://ConnectedEasternSierra.net/>



Overview

- Grants Update
- Middle-Mile Broadband Initiative
- IMBC Work Plan Updates
- *Mono County Broadband Strategic Plan*
- Acronyms for Reference



Grant Updates

- CASF Consortia Grant
- CPUC FFA Grant
- CPUC LATA Grant
- BEAD
- CASF Infrastructure Account
- USDA RD Broadband Technical Assistance



Grants: Consortia Grant

- Budget Modification Request on August 17
- CPUC is Testing an Online Payment and Reporting Tool
- Grant Year 1 of 3: February 1, 2023 – January 31, 2024



Grants: FFA

- Grant Applications Submitted for Mono County
- Grant Application Submitted for the Town of Mammoth Lakes
- CPUC May Allow Applicants to Amend Applications
- Expected Award Notifications in January
- Allocations: \$10,600,000 for Mono, \$13,220,000 for Inyo
- Second Application Window Q1 2024



Grants: LATA

- Current Status of Mono & Mammoth LATA Grants
- Grant Activities are through the GSCA JPA



Grants: BEAD

- NTIA BEAD Allocation for California: \$1.86B
- Next Step: 2024 - NTIA Initial Approval, Challenges, etc.
- One Year Later (2025) – CA Final Proposal Due



Grants: CASF Infrastructure

- Next Grant Application Window closes April 1, 2024
- Providers and Local Governments can Apply
- Allows Fixed Wireless for Last Mile



Grants: USDA RD

- USDA RD Broadband Technical Assistance:
 - *Hammil & Furnace Creek applications submitted June 20*



Middle-Mile Broadband Initiative

- MMBI (the Project) & MMBN (the Network)
 - Current [MMBI Network Map](#)
 - Construction, Purchases, Leases and Joint Builds
 - Phased Approach is gone
 - Committed to all 10,000+ miles, 7,000 miles within the next 18 months
 - Interconnects every 2500 feet
- MMBI Purchase of Digital 395 Network
 - Asset Purchase Agreement Signed
 - NTIA Waiver Submitted (Estimated 6-month timeline)
 - Next Step: Membership and Class A Membership Board Approval
 - Closing requires NTIA Waiver, Membership Approval & Other Conditions



Work Plan Updates

- IMBC [Website](#) Updates
 - [Speed Tests](#)
 - [Provider Support](#) (and Escalation Portals – future)
 - [Comprehensive List of Potential Project Locations](#)
- Regional Speed Test Data Analysis and Sharing (in progress)
- Visual Depiction of Potential Project Locations (in progress)



Other Activities

- [CPUC Workshop on Service Quality and Enforcement](#)
- GSN Meetings to Coordinate Network Hut Placement



Mono Broadband Strategic Plan

- Roadmap for Mono County to Improve Internet Access
- Plan will Recommend Strategies to Overcome Challenges
- Process is Based on [Pew Charitable Trust](#) Recommendations
- Identify Stakeholders
- Establish Project Group or Groups
- Community Engagement & Collaborative Decisions
- Flexible Timeline
- Part of the IMBC Grant Activities



Acronyms

- ACP – Affordable Connectivity Program
- BEAD – Broadband Equity, Access, and Deployment (NTIA grant program)
- CASF – California Advance Services Fund (within the CPUC)
- CBC – California Broadband Cooperative (Digital 395 network)
- CDT – California Department of Technology
- CPUC – California Public Utilities Commissions
- FCC – Federal Communications Commission
- GSCA – Golden State Connect Authority (JPA – RCRC)
- GSN – Golden State Net – MMBI Third Party Network Administrator
- IMBC – Inyo-Mono Broadband Consortium (ESCOG, CASF Consortia Grant)
- JPA – Joint Powers Authority
- MMBI – Middle-Mile Broadband Initiative (State of California project)
- MMBN – Middle-Mile Broadband Network (GSN-managed network)
- NTIA – National Telecommunications & Information Administration
- RCRC – Rural County Representatives of California
- USDA RD – US Department of Agriculture Rural Development





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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

TIME REQUIRED

SUBJECT Closed Session - Labor Negotiations

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

CONFERENCE WITH LABOR NEGOTIATORS. Government Code Section 54957.6. Agency designated representative(s): Sandra Moberly, Mary Booher, Stacey Simon, Janet Dutcher, Jay Sloane, and Oliver Yee. Employee Organization(s): Mono County Sheriff's Officers Association (aka Deputy Sheriff's Association), Local 39 - majority representative of Mono County Public Employees (MCPE) and Deputy Probation Officers Unit (DPOU), Mono County Paramedic Rescue Association (PARA), Mono County Correctional Deputy Sheriffs' Association. Unrepresented employees: All.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

<p>Click to download</p> <p>No Attachments Available</p>
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History

Time	Who	Approval
10/1/2023 5:33 AM	County Counsel	Yes
8/23/2023 1:52 PM	Finance	Yes
10/2/2023 9:11 PM	County Administrative Office	Yes



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

TIME REQUIRED

SUBJECT Closed Session - Initiation of
Litigation

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION. Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Government Code section 54956.9. Number of potential cases: three.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

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History

Time	Who	Approval
10/4/2023 2:33 PM	County Counsel	Yes
8/23/2023 1:52 PM	Finance	Yes
10/4/2023 11:37 PM	County Administrative Office	Yes



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

TIME REQUIRED

SUBJECT Closed Session – Real Property
 Negotiation

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property Address: 264 Highway 182, Bridgeport, CA. County Negotiator: Mary Booher and Sandra Moberly. Negotiating Parties: Garth Moore and County of Mono. Under Negotiation: Price, terms, and conditions.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

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History

Time	Who	Approval
9/28/2023 10:09 AM	County Counsel	Yes
9/26/2023 11:18 AM	Finance	Yes
9/28/2023 10:28 AM	County Administrative Office	Yes



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

TIME REQUIRED

SUBJECT Closed Session – Real Property
 Negotiation

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property Address: 15 White Mountain Drive, Chalfant CA 93512. County Negotiator: Mono County by: Sandra Moberly, Mary Booher. Negotiating Parties: Mono County Tax Collector. Under Negotiation: Price, terms and conditions.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

[Click to download](#)

No Attachments Available

History

Time	Who	Approval
10/5/2023 3:46 PM	County Counsel	Yes
10/5/2023 3:50 PM	Finance	Yes
10/5/2023 3:59 PM	County Administrative Office	Yes



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

TIME REQUIRED

SUBJECT Closed Session – Real Property
 Negotiation

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property Address: 350 Mule Deer Road, Coleville, CA 96107. County Negotiator: Mono County by: Sandra Moberly, Mary Booher. Negotiating Parties: Mono County Tax Collector. Under Negotiation: Price, terms and conditions.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

<p>Click to download</p> <p>No Attachments Available</p>
--

History

Time	Who	Approval
10/5/2023 3:46 PM	County Counsel	Yes
10/5/2023 3:51 PM	Finance	Yes
10/5/2023 3:59 PM	County Administrative Office	Yes



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

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

TIME REQUIRED

SUBJECT Closed Session – Real Property
 Negotiation

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property Address: 34 Kirkwood Street, Bridgeport, CA. County Negotiator: Mary Booher and Sandra Moberly. Negotiating Parties: Garth Moore and County of Mono. Under Negotiation: Price, terms, and conditions.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

<p>Click to download</p> <p>No Attachments Available</p>
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History

Time	Who	Approval
10/5/2023 3:46 PM	County Counsel	Yes
10/5/2023 3:51 PM	Finance	Yes
10/5/2023 3:59 PM	County Administrative Office	Yes



OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

REGULAR AGENDA REQUEST

Print

MEETING DATE October 10, 2023

TIME REQUIRED

SUBJECT Closed Session - Public Employee
 Evaluation

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

PUBLIC EMPLOYEE PERFORMANCE EVALUATION. Government Code section 54957. Title: County Administrative Officer.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

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No Attachments Available

History

Time	Who	Approval
10/1/2023 5:33 AM	County Counsel	Yes
8/23/2023 1:52 PM	Finance	Yes
10/2/2023 9:11 PM	County Administrative Office	Yes