

March 20, 2018
Regular Meeting
Item # 1

Public Address

Water Taste Test / Pledge

Join us in being a water superhero.

I pledge to:

- Choose tap water over bottled water whenever possible;
- Use reusable bottles whenever possible and recycle any single serve bottles that you do use.

Name:

Hometown:

I preferred water sample: _____

My next choice would be: _____

And lastly, _____

March 20, 2018
Regular Meeting
Item # 7c

IT

PowerPoint Presentation



Mono County Information Technology

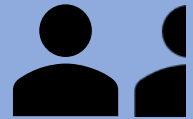
2017-2018 Year in Review

WHO WE ARE

Tier 2 – Essential Services department



- Information Technology
- Infrastructure Replacement Fund
- Radio



Admin

12.5 FTEs

Infrastructure



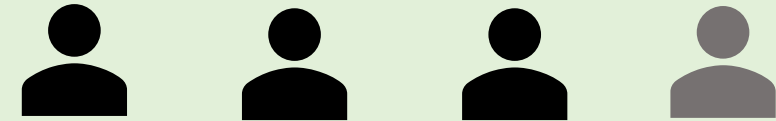
- Servers & Storage
- Networking
- Communications
 - Telephony
 - Video Conferencing
 - Radio
- Technical design & implementation
- Security & compliance
- Project Management

Support Services



- Customer Support
- Customer Success
 - Business Analysis
 - Project Development
 - Implementation
- Technology Deployment
- Training
- Project Management
- Technology Refresh

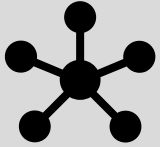
Geographic Information Systems



- Data Management
 - 911 Addressing
 - Streets
 - Parcels
- Application Development & Support
- OpenData
- Customer Support
- Training
- Project Management

IT TEAM: WHAT WE SUPPORT

Networks



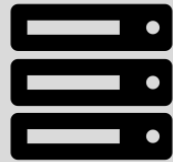
3

Wireless



4

Servers



75

Printers



~150

PCs



~350

Users




350




4 systems
300 phones

Radio



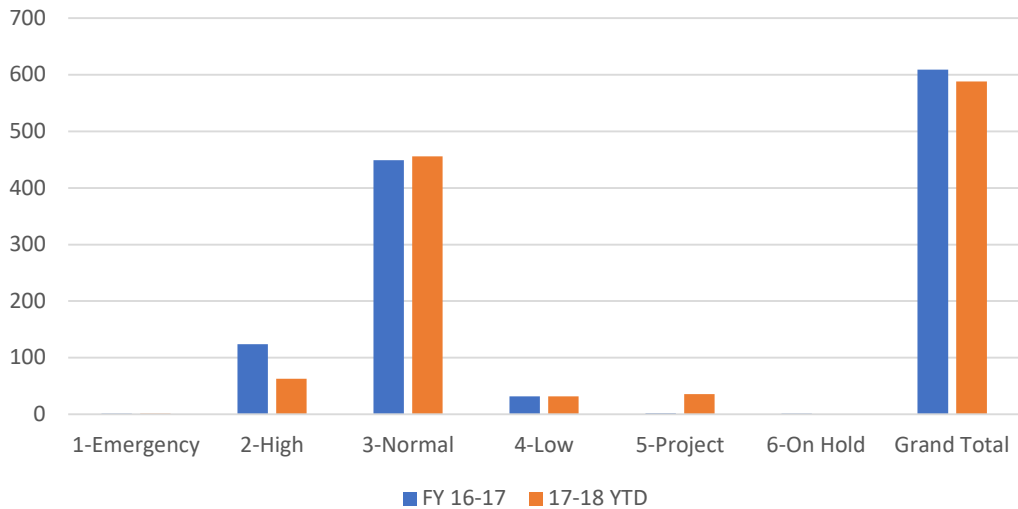
 300+ Locations

 ~650 Devices

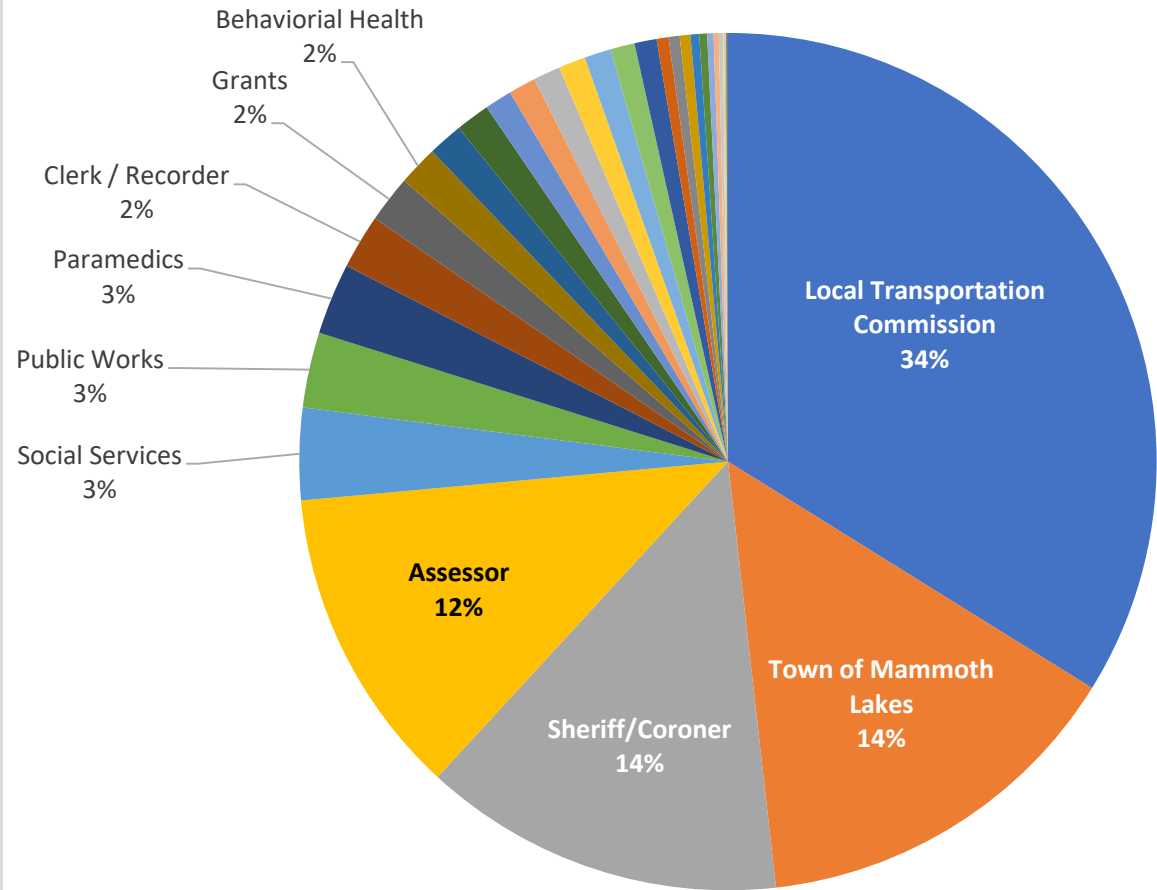
YEAR IN REVIEW: SUPPORT SERVICES

WORK ORDERS BY PRIORITY	FY 16-17	17-18 YTD
1-Emergency	1	1
2-High	124	63
3-Normal	449	456
4-Low	32	32
5-Project	2	36
6-On Hold	1	0
Grand Total	609	588

Work Orders by Priority by Year



Hours Spent by non-IT Cost Center



GIS TEAM: WHAT WE DO

GIS Program Philosophy

Public

County & Town Users

Core Data Assets

Applications and Tools

GIS TEAM

COLLABORATIVE PARTNERSHIPS



- 14y partnership for GIS Services
- 5y agreement for IT Services
- Cooperative, collaborative, and strategic



- 9y partnership for GIS Services
- Cost-sharing, data-sharing, service delivery



INFORMATION TECHNOLOGY STRATEGIC PLAN

MONO COUNTY & TOWN OF MAMMOTH LAKES, CA

2015 – 2018

Adopted by Mono County on August 4, 2015
Adopted by Town of Mammoth Lakes on July 15, 2015

Our Mission:

Provide exceptional customer service by implementing technology that improves efficiency, empowers the workforce by ensuring dependability, accountability, and government transparency.



INITIATIVE 1
BUSINESS
OPERATIONS
AND
EFFICIENCY

INITIATIVE 2
COMMUNICATIONS,
BROADBAND
AND
ACCESSIBILITY

INITIATIVE 3
INFRASTRUCTURE
RESILIENCY
AND
SECURITY

25 defined objectives (projects)

11 Complete

14 In Process

7 should complete in next 6mo.

Implement Office 365

Business Operations & Efficiency

- Phase I complete (email migration)
- Done entirely in-house – no consulting costs
- 1st user training done

County & Sheriff Phone System

Communication, Broadband, & Accessibility

- Budget approval
- Requirements gathering complete
- RFP 90% done – release early April

NCSR Score Improvement

Infrastructure Resiliency & Security

- Implemented MS-ISAC SOC / Network monitoring
- Initiated Multi-Factor Authentication project
- End-user training, policy, data classification, etc.

Tech Refresh

- Replaced approximately 75 PCs to date
- Effectively manage ISF with full transparency for cost

Priority replacements & repairs at repeater sites

- Phase I complete - all priority work has been done
- Work plan for Spring/Summer '18 drafted and sent to contractor for Phase II (lower priority work)

PL Protect and Tone Decode

- PL protect and courtesy tone has been setup on Public Safety Radio Network
- Admin network will be complete Spring/Summer '18

Mountaintop monitoring

- Implemented one monitoring setup Fall '17 to test
- Will roll out remaining sites Spring/Summer '18

Planning for new radio system

- Governance and Technical Teams have been established and meeting regularly
- Organizational plans / structure being developed
- Technical requirements being gathered
- Expecting Governance workshop Summer '18

INITIATIVE 3 INFRASTRUCTURE RESILIENCY AND SECURITY

INITIATIVE 3: INFRASTRUCTURE RESILIENCY and SECURITY

DEFINITION

Our organizations utilize technology every day to perform regular job duties. Our workforce needs assurances that these resources are dependable and secure. Systems need to function without interruption, be present during emergency situations, and capable of handling data in a secure manner.

GOAL

Implement technology according to industry standards and in an Enterprise fashion, enabling our workforce to perform their jobs while simultaneously providing safeguards around data integrity and security.

THE NATIONAL CYBER-SECURITY REVIEW (NCSR)

- Multi State Information Sharing and Analysis Center (MS-ISAC) developed the *Nationwide Cyber Security Review* (NCSR) in 2013
- Designed to help public agencies self-assess and develop, based on its results, a road map of improvement to increase one's security maturity
- 2014 Obama Administration directive for governments to assess cyber security using the NIST Cybersecurity Framework
- Results presented to Congress each year as a barometer for national cyber resiliency

FY 17-18 SECURITY EFFORTS

2017-2018 SECURITY INITIATIVES

- MS-ISAC SOC for log and activity monitoring
- Multi-Factor Authentication (MFA)
- End-user security awareness training

Agency		Identify	Protect	Detect	Recover	Respond
Mono County	2017	4.61	5.13	4.17	4.08	3.33
	2016	4.10	4.03	1.36	2.33	3.02
California County Average		3.49	4	3.33	3.47	3.03
US Local Agency Average		3.48	4.05	3.51	3.53	3.28

	BELOW RECOMMENDED MATURITY LEVEL				RECOMMENDED MATURITY LEVEL		
	1	2	3	4	5	6	7
Score	Not Performed	Informally Performed	Documented Policy	Partially Documented Standards and/or Procedures	Implementation in Process	Tested and Verified	Optimized

PERFORMANCE MEASUREMENT

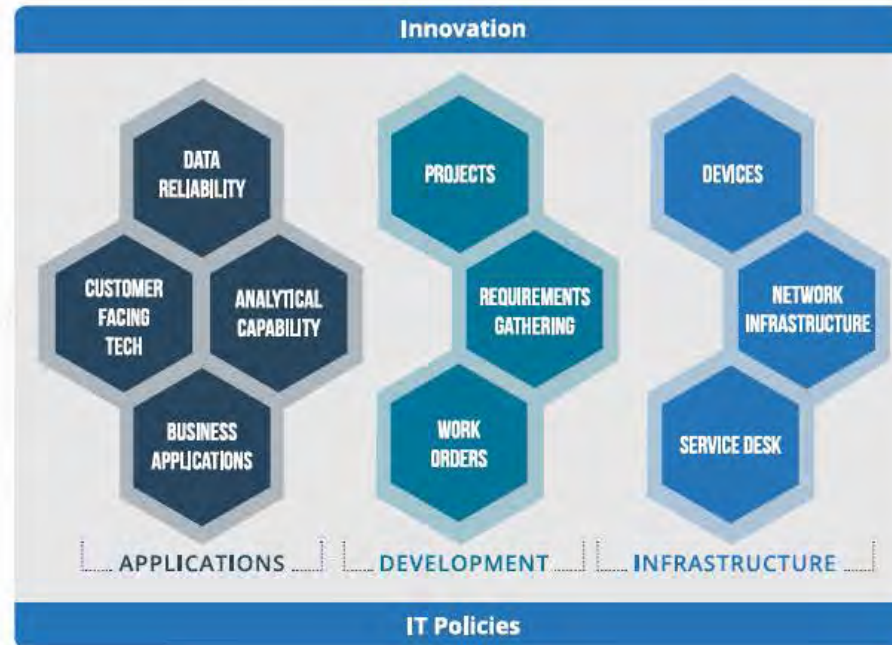


IT Satisfaction Scorecard

PREPARED FOR **Mono County**

Successful IT Model

Info-Tech has identified the following core services. Understanding and balancing the importance and satisfaction of the following core services is important to meeting the needs of the business.



This report was prepared by Info-Tech Research Group for Mono County on 2017-07-24.

Data is comprised of 24 responses, including responses by: Barry Beck, Bob Rooks, Dave Butters, Ingrid Braun, Janet Dutcher, Joe Blanchard, Karin Humiston, Kathy Peterson, Louis Molina, Sandra Pearce, Robin Roberts, Shannon Kendall, Angelle Nolan, Tim Kendall, Jay Sloane, Bob Gardner, Pam Kobylarz, Al Davis, Grady Dutton, Rob Patterson, Sandra Moberly, Brian Picken, John Wentworth, Shields Richardson

18 respondents did not complete the survey, including: Garrett Hiberd, Gerald Frank, Helen Nunn, Jeff Walters, Leslie Chapman, Scott Burns, Stacey Simon, Stephanie Butters, Tony Dublino, Alicia Vennos, Michael Moriarty, Stacy Corless, Fred Stump, Dan Holler, Stu Brown, Jarrie Gray, Colin Fernie, Nate Greenberg

Completion Rate

57%

powered by
INFO~TECH
RESEARCH GROUP

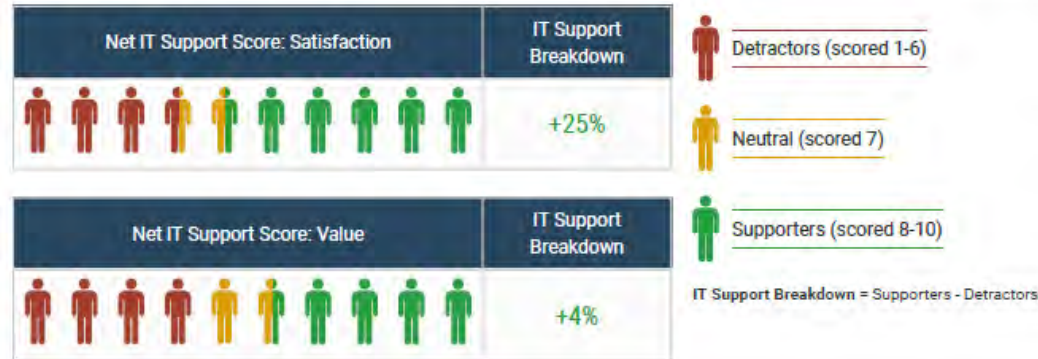
Overall Metrics

Overall Satisfaction and Value are key indicators of the overall impression of the IT department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



IT Support Breakdown

The IT Support Breakdown charts are indicators of the percent of stakeholders that fall into three important categories. Promoters are loyal enthusiasts of IT. Neutral stakeholders are satisfied but unenthusiastic about IT. Detractors are unhappy stakeholders who can damage your reputation.



IT Relationship Satisfaction

Relationships are a key driver in stakeholder management. It is important that the business feels IT understands their needs and is getting enough communication.

Relationship	Satisfaction	Last Year
Needs Satisfaction with IT's understanding of your needs.	74%	--
Execution Satisfaction with the way IT executes your requests and meets your needs.	74%	--
Communication Satisfaction with IT communication.	68%	--

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

Core Service	Satisfaction	Importance Ranking	Last Year
Devices Satisfaction with desktops, laptops, mobile devices etc.	78%	4 th	--
Business Apps Satisfaction with applications and functionality	78%	7 th	--
Network & Comm. Infrastructure Satisfaction with reliability of comm. Systems and networks	75%	1 st	--
IT Policies Satisfaction with policy design and enforcement around security, governance, etc...	72%	12 th	--
Data Quality Satisfaction with providing reliable and accurate data	72%	6 th	--
Projects Satisfaction with large department or corporate projects	71%	4 th	--
IT Innovation Leadership Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	71%	8 th	--
Work Orders Satisfaction with small requests and bug fixes	70%	2 nd	--
Requirements Gathering Satisfaction with BA's ability to understand and support the business	70%	9 th	--
Service Desk Satisfaction with responsiveness and effectiveness of service desk	69%	3 rd	--
Analytical Capability and Reports Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	60%	10 th	--
Client-Facing Technology Satisfaction with user experience and effectiveness	55%	11 th	--

Development of three new Strategic Plans:

Division	Information Technology	Radio	GIS
Planning Period	3 year	1 year	3 year
Status	In Development	In Development	Draft - Review



GIS STRATEGIC PLAN (2018-2020) GEOGRAPHIC INFORMATION SYSTEMS (GIS) DIVISION Mono County Information Technology

Geographic Information Systems (GIS) have become a cornerstone of the technology services provided by Mono County Information Technology over the past 15 years. As mobility increases in the workforce, location awareness and a deeper understanding of geography is becoming paramount for everyday decision making across virtually every business line of our organization. The team that comprises the GIS Division at Mono County is committed to working collaboratively to deliver leading edge technology to internal staff, and the constituents we support. The following GIS Strategic Plan outlines the goals and methodology we will follow in this pursuit.

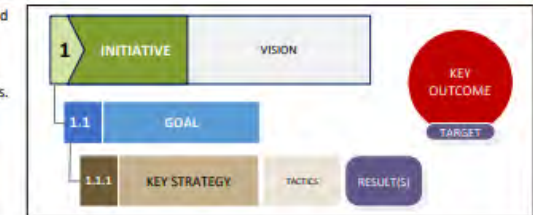
OUR MISSION

To foster an understanding of geography and make the associated data a key component of decision making by implementing GIS as a core business system in the organization which increases collaboration, transparency, and provides for an exceptional user experience.

STRUCTURE OF THE PLAN

The 2018-2020 Mono County GIS Strategic Plan is organized into three high-level Initiatives. Under each Initiative are a series of Goals, which are supported by Key Strategies and Tactics. Each of these main focus areas has associated Results, in addition to each Initiative a set of Key Outcomes.

The graphic to the right describes the visual layout of the plan which proceeds on the following pages.



INITIATIVES

This Strategic Plan focuses on three main Initiatives and associated Visions, as described below:

1	Usability & Access	Provide exceptional user experiences by delivering well-designed, modern, and fluid resources across various devices and locations.
2	Data Quality & Availability	Deliver consistent and accurate data to end users and constituents while continually working to improve quality and expand the reach of our datasets.
3	Engaged & Empowered Users	Cultivate, engage, and empower our users and constituents such that they can play a collaborative role in the development and maintenance of our datasets and improve the way we serve our communities.

These Initiatives are all ultimately aimed at delivering high quality data to our users through a variety of methods – namely focused applications or direct access to the data itself.

Our general approach is to leverage web-based technologies to facilitate near-real-time access to information, while simultaneously reducing or eliminating the impacts on GIS staff to produce such information.

Carrying out these Initiatives positions staff within our organization to make highly informed decisions based on high-quality information. It also positions Mono County in such a way that parties interested in conducting business, relocating, providing service, or otherwise engaging with us an organization have the best information available, with limited hassle to access it.

OUTCOMES AND MEASURES

Each of the Initiatives covered on the following pages features a series of immediate Results, as well as overall Outcomes which will be realized if efforts are successful in completing the work efforts.

2018 MONO COUNTY STRATEGIC PRIORITIES

1

Improve Public Safety & Health

1A

Improve emergency operations and response

1B

Find ways to keep people from going back to jail by reducing future offenses

1C

Address opioid crisis and substance abuse

1D

Establish effective cannabis regulation, education, and enforcement

1E

Invest in road and other infrastructure projects across the County

2

Enhance Quality of Life for County Residents

2A

Address the housing crisis through policy, assistance, and development programs

2B

Monitor and improve public, behavioral health, and social services programs

2C

Support child & senior care initiatives for residents and County staff

2D

Sustain and protect community, landscape, and environmental character

3

Promote a Fiscally Healthy County and Regional Economy

3A

Invest in sustaining and maintaining public lands and outdoor recreation

3B

Monitor and expand successful economic development initiatives and diversify our economic base

3C

Maintain and expand existing businesses and industries

3D

Adopt, implement, and monitor fiscal resiliency principles

4

Improve County Operations

4A

Implement a long-term solution for South County offices

4B

Improve operational efficiency and increase customer service and transparency

4C

Plan and implement effective energy savings and environmental protection & compliance initiatives

4D

Implement a performance measurement system to track operational improvements

4E

Advocate with appropriate external officials to build support for County operations

5

Support the County Workforce

5A

Address compensation and benefits for employee retention and recruitment

5B

Create a culture of safety, health & wellness, and work-life balance

5C

Invest in resources and training to enhance staff performance and professional development

5D

Develop the next generation of County leaders

IT's STRATEGIC PRIORITY INTERFACE

1 Improve Public Safety & Health

1A Improve emergency operations and response **L**

1D Establish effective cannabis regulation, education, and enforcement **S**

1E Invest in road and other infrastructure projects across the County **L**

2 Enhance Quality of Life for County Residents

2A Address the housing crisis through policy, assistance, and development programs **S**

2B Monitor and improve public, behavioral health, and social services programs **S**

2D Sustain and protect community, landscape, and environmental character **S**

3 Promote a Fiscally Healthy County and Regional Economy

3A Invest in sustaining and maintaining public lands and outdoor recreation **S**

3B Monitor and expand successful economic development initiatives and diversify our economic base **L**

3C Maintain and expand existing businesses and industries **S**

3D Adopt, implement, and monitor fiscal resiliency principles **L**

4 Improve County Operations

4A Implement a long-term solution for South County offices **S**

4B Improve operational efficiency and increase customer service and transparency **L**

4D Implement a performance measurement system to track operational improvements **L**

5 Support the County Workforce

5B Create a culture of safety, health & wellness, and work-life balance **S**

5C Invest in resources and training to enhance staff performance and professional development **L**

S Support other work efforts

L Lead with own work effort

IT's STRATEGIC PRIORITY INTERFACE

L Lead with own work effort

1A Improve emergency operations and response **L**

- Focus on radio communications
- Evaluate 211 system for County
- MDC deployment for Sheriff/EMS

4B Improve operational efficiency and increase customer service and transparency **L**

- Open Data Portal(s)
- Office 365 implementation

1E Invest in road and other infrastructure projects across the County **L**

- Pavement & Asset Management System
- Support jail & South County facility efforts

4D Implement a performance measurement system to track operational improvements **L**

- Public facing Strategic Priorities & CIP web portal

3B Monitor and expand successful economic development initiatives and diversify our economic base **L**

- Inyo-Mono Broadband Consortium
- Broadband infrastructure support

5C Invest in resources and training to enhance staff performance and professional development **L**

- Staff focused technology trainings

3D Adopt, implement, and monitor fiscal resiliency principles **L**

- Further implementation of technology Internal Service Funds
- OpenGov for monitoring and transparency

March 20, 2018
Regular Meeting
Item # 7e

EMS

PowerPoint Presentation

White Mountain Fire
Protection District
Proposal for Providing
Emergency Medical Services
to Mono County, Ca



Introductions-

▶ Dave Doonan, DVM

- ▶ Owner, Montgomery Creek Ranch, Benton California
- ▶ Graduate Veterinarian, UC Davis 1990
- ▶ Chief, White Mountain Fire Dept. 2016 - Current
- ▶ Chief, Gardnerville Volunteer Fire Department 1992-1999
- ▶ Chairman, East Fork Fire and Paramedics District Board 1993-1995
- ▶ Fire Lieutenant, UC Davis Fire Department, ISO CLASS 1 1982-1989

▶ Chris Carter

- ▶ Chairman, WMFPD Board of Commissioners
- ▶ Member EMT, WMFPD
- ▶ Police Chief (Ret), City of Bishop
- ▶ Field Supervisor, Barstow PD



White Mountain Fire Department Mission Statement

The mission of the White Mountain Fire Protection District is to provide the highest level of service, within our means, in fire mitigation, fire prevention, emergency medical assistance, as well as community service and education, to the residents of our district and all others who request our assistance. To achieve this, we dedicate ourselves to proper planning, quality training, compassionate care and community spirit.

Motto:

“We are not judged on our intentions, but on our achievements”

The Vision

The rural/frontier emergency medical service (EMS) system of the future will assure a rapid response with basic and advanced levels of care as appropriate to each emergency, and will serve as a formal community resource for prevention, evaluation, care, triage, referral and advice. Its foundation will be a dynamic mix of volunteer and paid professionals at all levels, for and determined by its community.



Purpose and Objective

- The proposal of a contractual agreement between the Mono County Board of Supervisors and the White Mountain Fire Protection District (WMFPD) for the purpose of providing enhanced and expanded Emergency Medical/Ambulance Service to the residents of the Hammil, Benton and Tribal Lands of the Hwy. 6 Corridor in Mono County.



Background:

- ▶ The Highway 6 Corridor of Mono County has been historically underserved when compared to other areas of the county
- ▶ The Mono County Board of Supervisors have commissioned several studies regarding EMS Services within the County dating back to 1991.
- ▶ A comprehensive report (Fitch) prepared in 2012 identified a significant gap in services in the Hwy. 6 corridor of the County.
- ▶ 2016 Ad-Hoc Committee also identified a gap in services in this area.
- ▶ Based on the Ad-Hoc Committee findings, The Board of Supervisors established criteria for future EMS service within the County and made the Hwy 6 corridor a priority.
- ▶ 2017-18 Mono County budget goals makes the Hwy 6 corridor a priority



Mono County EMS Department Goals 2017-2018

Emergency Medical Services (Paramedics)

- *Evaluate coverage of EMS services for the Tri-Valley area and provide options for the Board, to include;*
 - o *Support for the two volunteer BLS transportation units in the area.*
 - o *Costs associated with placing an ALS squad or ALS transportation unit in the area.*
 - o *A 3 to 5-year roll-out plan.*
- Implement Phase-I of the Departments goal to place automated external defibrillators (AEDs) in buildings throughout the County.
- Complete the recruitment and hiring of a new Chief of the Department.
- Create a dedicated fiscal specialist position within the Department to increase collection of ambulance billing.



Current EMS Cost to County

- ▶ Currently, Mono County EMS has allocated 18 full time positions and 11 part time positions
- ▶ The adopted 2017-18 budget allows for \$3,673,217 in employee compensation
 - ▶ \$300,000 in Overtime Alone
- ▶ This results in an overall cost of \$141,000 per employee
- ▶ Adjusting the part time EMT Basic out, results in a cost of \$192,000 per Paramedic/Management position
- ▶ Employee compensation accounts for 87% of the EMS budget



Criteria From The Board For EMS Service (Ad-Hoc Committee Report-2016)

- ▶ The Ad-Hoc Committee and the Board listed and agreed on the following goals for future EMS Service in Mono County:
 - ▶ EMS Service be “**Fiscally Sustainable**”, as the current model was deemed to be unsustainable.
 - ▶ EMS Service be “**High Quality**” by establishing a clearly defined and well managed system with an integrated continuum of EMS care, meeting well established standards and benchmarks within the industry.
 - ▶ EMS Service be provided “**Countywide**” as defined by the following definition:



Countywide (defined)

- ▶ A countywide EMS means clearly defined access to appropriate Advanced Life Support (ALS) services for all residents and visitors in all areas based on community needs, geographic region, population and accessibility.
- ▶ Key considerations:
 1. Conduct a **needs assessment** based on call volume projection and past and projected seasonal population variation and characteristics; and correlating adjustments to deployment models.
 2. Utilize applicable benchmarks and consensus standards (e.g. response times).
 3. Provide for coverage to all areas of the County. (**Hwy. 6 Corridor was specifically defined as being underserved**)

Current Level of Service- WMFPD


- ▶ White Mountain Fire/EMS is the authorized provider of EMS service to the Hammil Valley, Benton Valley, Tribal lands and areas of the District.
- ▶ WMFD currently operates on an annual tax allocation of \$44,000 for "All Hazards" Fire Protection. WMFD has no "**obligation**" for providing EMS services to our taxpayers
 - ▶ Has been operating under a an MOU between ICEMA and Mono County since 2013
- ▶ EMS Service in the area is provided by All-Volunteer staffing and is based on availability of personnel to respond to calls for EMS services. WMFPD currently has only 2 EMT qualified responders (**recently increased to 13**)who can provide Basic Life Support (BLS) care. This arrangement does not provide for predictable, dependable EMS response to these residents of the County. **The current system has been determined to be unsustainable by WMFPD***
 - ▶ Dependent on "Luck"
- ▶ Additionally, Advanced Life Support (ALS)/Paramedic care is only available at an extreme delay.
- ▶ If volunteer EMT personnel are not available, responders must be summoned from Mammoth or Bishop at an average response time in excess of 40 minutes. This scenario also pulls resources away from other areas, resulting in a gap of services in those areas.
 - ▶ Medic 3 – 54 minutes
 - ▶ Medic 2 – 1 hour 6 minutes
 - ▶ Symons – 38 Minutes (if available)
 - ▶ Northern Inyo Hospital - 38 minutes

* Further explanation to follow



Current Needs Assessment

- ▶ Research conducted by WMFPD indicates that approximately 95% of EMS calls within the District are those which only require Basic Life Support (BLS) levels of care. (average of 40+ EMS calls per year, 18% increase last year)
- ▶ These calls may be appropriately handled by qualified EMT personnel and do not require the presence or response of a Paramedic.
- ▶ Additionally, the consistent, timely response of BLS resources to those calls requiring ALS care result in more rapid access to ALS care through stabilization and/or transport-transfer, such as ALS intercept or Care-Flight.
- ▶ Needs assessment would indicate that the deployment of a Paramedic would be required for approximately 5% of calls (1-2 calls per year) and would be a fiscally irresponsible use of resources
- ▶ What is truly needed is more basic EMT's on staff and available for response
- ▶ Current Model (MOU) is not sustainable!



Current Mono County / ICEMA/White Mountain Fire MOU Entered into in 2013

Mono County Provides:

- Ambulance (used)
- \$1000 annually (missing for 4 years)
- \$300 stipend to EMT or EMT's for patient contact
 - \$300 to be *divided* among all EMT'S on call. Not to be shared with other first responders.
- Consumables only
- Billing Services
 - WMFD keeps income from transports
 - Approx. \$8000 over last 5 years.
 - Poor Billing Practices
 - Population mostly Medicaid and Medicare



White Mountain Obligated to:

- ▶ Provide trained and licensed EMT's
- ▶ Maintain EMT licenses and credentials
- ▶ Submit licenses and credentials to ICEMA
- ▶ Provide Liability Insurance
- ▶ Provide Workers Compensation Insurance
- ▶ Provide Vehicle Insurance
- ▶ Provide all equipment necessary for BLS ambulance per ICEMA and State of California
- ▶ Submit monthly Bills for stipends
- ▶ Provide all maintenance and fuel for ambulance
- ▶ Receive no payment for "dry runs"
- ▶ Comply with all laws relating to record keeping and retention, standard of care, and be subject to audit
- ▶ Hold county harmless against all claims.....




WMFPD Proposal-

- Utilizing the current and future staff of volunteers and a budget provided by Mono Co. EMS, WMFPD proposes to have a system of fiscally sustainable, high quality, predictable, dependable, 24/7 availability of EMS response at the Basic Life Support (BLS) level within industry accepted rural response times, 365 days per year.



Why Volunteers?

- ▶ Volunteers are a proven, cost effective method of providing emergency services, especially in remote, rural areas.
- ▶ They are already providing service and living in the community
- ▶ Nationwide decline in volunteers due to time and and onerous training requirements
- ▶ For the equivalent cost of two paid, full time employees, an entire volunteer EMS system can be funded
- ▶ For a volunteer system to work well, it needs proper management, recognition and incentives
 - ▶ Very different than managing paid, career staff



“Volunteerism remains the cornerstone of rural EMS...To retain volunteers, one must address and attempt to meet the needs of the volunteer as best as possible”

Busko, J., “Emergency Medical Services: Clinical Practices and Systems Oversight”, Ch. 18 “Rural EMS”

➤ **Volunteer “Needs”**

- High Quality Training
- Good and Proper Equipment
- Strong Community Need
- High Visibility
- Strong Medical Oversight
- Formal Organizational Structure
- Interagency Cooperation
- Sound Business Operation
- Cohesive Community Environment
- Personal Success
- Health Benefits
- Cash Incentives



Methods and Means:

A contractual arrangement, as proposed, would commit Mono County to a financial obligation of approximately \$300,000 and subsequently provide WMFPD the means necessary to manage and operate a reliable ambulance service which meets the criteria previously outlined in this presentation. WMFPD would employ the following methods:

1. Establishment of a cadre of trained, certified and licensed EMT personnel within the District, available and willing to respond to EMS calls and falling within a clearly defined and well managed system (White Mountain Fire Department).
 1. Accomplished Jan 2018
 1. 13 New EMT'S added
 2. 100% passing rate on NREMT test

Means and Methods (cont'd)

- ▶ 2. Recruit, support, maintain, and retain this group through the establishment of a stipend system, providing for an “on-call” response team and related financial incentives and non financial incentives (Volunteer “Needs”).
 - ▶ Scheduled coverage at all times
 - ▶ Provide high quality training, high quality equipment and volunteer support
- ▶ 3. WMFPD would establish a standard of a 20 minute response time for BLS and 45 minutes for ALS, when necessary, to 90% of calls within the District (industry accepted “standard”).
- ▶ 4. Establish response facility in Hammil Valley
- ▶ 5. All EMT personnel would fall under the jurisdiction of Mono Co. EMS/ICEMA regarding protocols, policies and procedures, best practices, etc.
- ▶ 6. All EMT's would be held to standards for ongoing training and education as determined by Mono Co. EMS/ICEMA, including Quality Assessment and Quality Improvement (QA/QI) Programs.



Management and Oversight:

- ▶ Mono Co. EMS already provides well-trained and competent management and staff. Members of this staff would supplement and support WMFPD Command Staff in general oversight of the District's EMS program.
- ▶ In conjunction with the Command Staff of WMFPD, Mono Co. EMS personnel would assist in ensuring that WMFPD EMT/Ambulance personnel operate within a clearly defined, well-managed system which provides an integrated continuum of EMS care, including follow up care and referral to the appropriate entity.
- ▶ All WMFPD Personnel providing care would be required to maintain the standards as set by ICEMA as well as participating in on-going training with the assistance of Mono Co. EMS/MCP.



Clear Advantages/The Future of Mono County EMS -

- ▶ WMFPD's proposal has been crafted only after extensive planning and research. The intent of WMFPD would be to enter into a 3 year contract which accounts for future fiscal impact to the County budget and which was constructed using "best projections and expense controls" as recommended.
- ▶ WMFPD will not be an entity with "employees" in the traditional sense. WMFPD personnel will be volunteers who receive a "stipend" for their service. There will be no union and no contract negotiations that include increasing personnel/benefit costs.
- ▶ As these expenses make up the majority of the current EMS budget (87%), their absence makes fiscal planning much more controllable and predictable.

What about FLSA?

THE FLSA VOLUNTEER EXEMPTION *

Under the FLSA, public employers are obligated to pay employees at least the minimum wage and overtime compensation. The FLSA, however, exempts public employers from paying minimum wage and overtime to individuals who **qualify as “volunteers”** motivated to contribute services for civic, charitable or humanitarian reasons. An individual who performs services for a public agency qualifies as a volunteer, if:

- the individual receives no compensation OR is paid expenses, reasonable benefits, or a nominal fee to perform the services for which the individual volunteered; and
- such services are not the same type of services which the individual is employed to perform for the same public agency. **

If an individual meets the above criteria for volunteer status, he or she will not be considered an employee covered by FLSA minimum wage and overtime provisions, and the public employer is not obligated to compensate the individual for hours of volunteer services performed.

A bona fide volunteer may perform, without compensation:

- Different work for the same agency
- Same or similar work for a separate and independent agency
- Different work for a separate and independent agency

* From "Managing Volunteer Firefighters For FLSA Compliance"

** 29 U.S.C. § 203(e)(4)(A) (2006).

“NOMINAL FEE”

“The 20 Percent Rule”

In the August 7, 2006 opinion letter, DOL finally provided definitive clarification as to what amounts will qualify as a nominal fee. IAFC sought this opinion letter to elicit a bright-line test to assist fire departments in defining the line between what constitutes a nominal fee to volunteers and what amounts to compensation.

In its November 10, 2005 opinion letter, DOL stated that a public school employee could receive a nominal fee to volunteer as a coach or advisor for extracurricular activities so long as the fee does not exceed 20 percent of what the public school would otherwise pay to hire a full-time coach or advisor.

Extending application of the 20 percent rule to volunteer firefighters, in the August 7, 2006 opinion letter, DOL explained that **“generally, an amount not exceeding 20 percent of the total compensation that the employer would pay to a full-time firefighter for performing comparable services would be deemed nominal.”** Further, DOL indicated that – so long as the fee is 20 percent or less of total compensation for comparable services – DOL will be less likely to focus on whether the fee is paid on an annual, monthly or daily basis.

Fire departments can apply the 20 percent rule to evaluate whether a fee paid to a volunteer firefighters is a nominal amount based on market information, including:

- Compensation paid to a full-time firefighter on the fire department's payroll
- Information from neighboring jurisdictions, the state or the nation

(including data from DOL's Bureau of Labor Statistics, www.bls.gov)

What does the Mono County taxpayer “get” with this proposal?

- ▶ 24 hour, 7 day per week BLS, CPR, AED coverage for residents and visitors
 - ▶ GOAL: All Department EMT's equipped with AED's/First Out Bags
- ▶ 20 min response time to 90% of calls for service, minimize time to ALS intervention
- ▶ New Ambulance – replaces outdated, high maintenance equipment
- ▶ Ambulance billing and revenue to remain with Mono Co as budget offset
- ▶ Community enhancing EMS system
- ▶ Standalone department – Mono County EMS incurs no further costs associated with the system
 - ▶ WMFD responsible for all maintenance, supplies, fuel, insurance, stipends, taxes, etc.
- ▶ Tri Valley EMS Strategic Plan
 - ▶ Response facility in Hammil Valley – Fill the “gap” in Tri Valley drastically reducing response times
 - ▶ Advanced EMT training
 - ▶ Integrated ALS services with Mono County Paramedics
 - ▶ Community (Paramedicine) Outreach/EMS in the Tri Valley area



But Wait, There's More.....

- ▶ As part of the WMFPD proposal and plan, the use of the District's EMT staff to supplement Mono Co. EMS staff was a major consideration. By utilizing WMFD EMT's in a manner that supplements manpower and yet costs less than paying a full-time employee overtime, expenses are reduced.
- ▶ The WMFD EMT gets the opportunity to interact with other EMS professionals and likely gains additional skills and experience that only experience can provide.
- ▶ WMFPD would propose to work with Mono County EMS and MCP/Union to provide for this type of working arrangement.



Options:

- ▶ Option #1: Fund WMFPD's Proposal, enter into a contract for EMS service at a cost of approximately \$300,000. Such a contract would be subject to additional negotiations and terms as agreed between the parties.
- ▶ Option #2: Provide equal service to the Hwy. 6 Corridor and deploy full-time, paid Paramedics to the area. Projected costs include staffing (\$750K-\$ 1 million) and construction of facilities (\$2 million+)
- ▶ Option #3: Privatize EMS service in this area with an existing private ambulance service such as Symons/AMR. The Ad-Hoc Committee report and Mono Supervisors were not in favor of this option for various reasons including projected subsidies, declining quality of care and inability to project future costs.
- ▶ Option #4: **Squad or "Fly Car"**- Staff a Paramedic in the area to respond with local BLS. Staffing and housing costs (\$500-600K) are still issues as well as employee boredom



Not An Option:

- ▶ The current EMS resources and system in the area are unsustainable and must be replaced or modified in some form. WMFPD can no longer maintain a dependable level of adequately trained and certified volunteer EMTs on a budget of \$44,000. The residents of this area deserve a dependable, professional and timely response to medical emergencies, similar to what the County provides to other areas.

Measuring Success:

- ▶ Electronic Reporting Data
 - ▶ Image Trend
- ▶ Response Times
- ▶ Patient Satisfaction Surveys
- ▶ Growth of the System
 - ▶ Personnel attaining higher levels of training
 - ▶ Attracting new volunteers
 - ▶ Applying concepts to other underserved area
- ▶ Cost Containment / Comparison
- ▶ Community Outreach Response

Questions?



Questions?



March 20, 2018
Regular Meeting
Item # 10

BOS

**Sup. Corless Report: RCRC
Board Meeting Highlights**



To: RCRC Board of Directors
From: Greg Norton
President and CEO
Date: March 19, 2018
Re: RCRC Board Meeting Highlights (March 14, 2018)

RCRC Chair's Report

RCRC Resolution 18-03: Establishment of Board of Directors Ad Hoc Advisory Committee on Cannabis Regulation Enforcement

RCRC Chair Rex Bohn (Humboldt) discussed the creation of an ad hoc advisory committee (Committee) on cannabis enforcement. The Committee will gather a better understanding of the options and tools rural counties have to better enforce a county's cannabis regulatory scheme as well as address enforcement of a county's ban on commercial cannabis activities. The Committee shall meet by phone over the next ten months and issue a report of findings by the January 2019 RCRC Board of Directors meeting.

The following Supervisors were appointed to serve on the Committee:

- Matt Kingsley, Inyo County (Chair)
- Doug Teeter, Butte County (Vice Chair)
- Lee Adams, Sierra County
- Geri Byrne, Modoc County
- Randy Fletcher, Yuba County
- Jack Garamendi, Calaveras County
- Jim Steele, Lake County

The memo can be accessed [here](#). The Resolution can be accessed [here](#).

Administrative Matters

April 2018 Board of Directors Meeting Update

RCRC Chair, Supervisor Rex Bohn (Humboldt) provided an overview of the April 2018 RCRC Board of Directors meeting to be held in Humboldt County April 25-26, 2018. The County of the Chair meeting includes a Wednesday tour and dinner, followed by the RCRC Board of Directors meeting on Thursday.

RCRC Vice President External Affairs Justin Caporusso encouraged Board Members to provide their registration forms as soon as possible as lodging is limited.

The memo outlining the meeting and events in detail can be accessed [here](#). The registration form can be accessed [here](#). Please email completed registration forms to RCRC External Affairs Coordinator [Santinia Pasquini](#).

Guest Speaker: David Teykaerts, Stakeholder Strategy Manager, CalPERS

[Mr. Teykaerts](#) and Kelly Fox, CalPERS Chief of Stakeholder Relations, provided a presentation titled “CalPERS Funding & Sustainability Update” to the RCRC Board of Directors. The presentation can be accessed [here](#).

Governmental Affairs

NACo Legislative Conference and Federal Advocacy Update

RCRC Vice President Governmental Affairs Paul A. Smith provided a summary of the recent advocacy efforts scheduled for RCRC Officers and Board Members during the trip to Washington, D.C. in conjunction with the National Association of Counties (NACo) 2018 Legislative Conference the first week of March. Supervisor Rex Bohn (Humboldt), Supervisor Bob Williams (Tehama), Supervisor Lee Adams (Sierra), and Supervisor Kevin Cann (Mariposa), NACo’s Western Interstate Region 2nd Vice President traveled to Washington, D.C. on behalf of RCRC. This year’s advocacy priorities included Federal Payments in Lieu of Taxes, wildfire funding reform, the 2018 Farm Bill, and efforts to provide federal financial support on transportation/infrastructure projects.

The memo can be accessed [here](#). RCRC’s advocacy materials can be accessed [here](#). RCRC’s *Rural Rundown* podcast interview on the trip can be accessed [here](#).

California Tree Mortality Task Force Update

RCRC Regulatory Affairs Advocate Staci Heaton provided an update on the California Tree Mortality Task Force (Task Force). Earlier this summer the USDA Forest Service (USFS) conducted updated tree mortality aerial surveys, which showed an additional 27 million dead trees within the last year, bringing the total since 2010 to 129 million.

In his January State-of-the-State address, Governor Edmund G. Brown announced the formation of a forest health working group that would be tasked to address the overarching need for better management of California’s forests and forested watersheds. Ms. Heaton explained that since the address, members of the Administration have indicated that the new working group will likely be formed from a natural evolution of the Task Force, widening focus, but retaining much of the same core membership. RCRC staff has already had a number of meetings with the Administration to ensure county representation remains at the table.

The March 2018 Task Force meeting was cancelled to allow the Administration to continue exploring formation of the new working group. In the meantime, the Little Hoover Commission (LHC) released its forest management report entitled, “[Fire on the Mountain: Rethinking Forest Management in the Sierra Nevada](#).” The LHC report reaches many conclusions that RCRC and its members have been advocating for decades, and LHC Chair Pedro Nava has been presenting the report to the Legislature and various state agencies.

The memo can be accessed [here](#).

Proposition 70 – Greenhouse Gas Reduction Reserve Fund – ACTION

The RCRC Board of Directors adopted a “Support” position on Proposition 70, the proposed creation of the Greenhouse Gas Reduction Reserve Fund. The memo can be accessed [here](#).

Proposition 71 – Effective Date of State Ballot Measures – ACTION

The RCRC Board of Directors adopted a “Support” position on Proposition 71 relating to when a state ballot measure becomes effective. The memo can be accessed [here](#).

Proposition 72 – Property Tax Exclusion for Rain Water Capture – ACTION

The RCRC Board of Directors adopted a “Support” position on Proposition 72, which would allow an exclusion from reassessment for property tax purposes for installing a rainwater capture system. The memo can be accessed [here](#).

Regulatory Committee

Funding Agriculture Replacement Measures for Emission Reductions (FARMER) Program

RCRC Regulatory Affairs Advocate Mary Pitto introduced the new Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program to the RCRC Board of Directors. The California Air Resources Board (ARB) developed the FARMER Program Guidelines to implement the state’s objectives in reducing criteria, toxic and greenhouse gas emissions. The funds are to be used to reduce agricultural sector emissions by providing grants, rebates, and other financial incentives for agricultural harvesting equipment, heavy-duty trucks, agricultural pump engines, tractors and other equipment used in agricultural operations.

Ms. Pitto stated that there are significant funds available for rural air districts this year and encouraged RCRC Board Members to actively support and promote air district applications for the various funding sources. ARB will consider approval of the FARMER Program Guidelines at their March 22, 2018 Board of Directors meeting.

The memo can be accessed [here](#). RCRC’s comment letter on the FARMER Program Guidelines can be accessed [here](#).

Water and Natural Resources Committee

Water Issues Update

RCRC Senior Legislative Advocate Mary-Ann Warmerdam provided an update on a number of issues involving California water policy at the state and federal levels. While not a comprehensive iteration of water issues, the following list captures the topics that have attracted the most recent interest:

- Senate Bill 5 (De León), the Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018.
- California Water Infrastructure and Watershed Conservation Bond Initiative
- Sustainable Groundwater Management Act (SGMA)
- California WaterFix
- California Water Commission, Proposition 1 Funds
- Assembly Bill 1270 (Gallagher) Dam Safety
- Water Board Conservation Regulations

The memo, with detailed information on each of these items, can be accessed [here](#).

Please refer to the Board Packet and Supplemental Packet for further details related to the items above, as well as all items covered during the March 2018 RCRC Board of Directors meeting. The March 2018 Board Packet can be accessed [here](#).

March 20, 2018
Regular Meeting

Item # 10

Sup. Corless Board
Report

Mammoth Arts Performing
Arts Theatre Master Plan

MIAACC

MAMMOTH ARTS & CULTURAL CENTER PERFORMING ARTS THEATRE

PROJECT DESCRIPTION



MAMMOTH ARTS & CULTURAL CENTER

PERFORMING ARTS THEATRE • CONCEPTUAL DESIGN

A PARTNERSHIP OF CERRO COSO COMMUNITY COLLEGE, MAMMOTH LAKES FOUNDATION,
TOWN OF MAMMOTH LAKES AND PRIVATE DONORS.

• WHAT •

- The ONLY dedicated, state-of-the-art, Performance Facility in California's Eastern Sierra
- Expands the Mammoth Campus of Cerro Coso College
- Year-round venue for community with a wide range of opportunities
- Supports Mammoth economic viability and promotes local prosperity
- A source of community pride and inspiration
- Designed to thrive in the Mammoth Environment
 - Proven durable low maintenance exterior materials of pre-finished metal siding, steel and heavy wood
 - Flat roofs to hold the snow and lessen snow shed problems and snow shed dangers
 - South facing sloped roofs with solar panels for high energy efficiency
 - Outdoor patio with glass wind screens to preserve views while shielding patrons
 - Large canopy covered main entry for sense of arrival and protects against snow and rain
 - All building exits under protective roofs
- Comfort and Convenience Amenities
 - Restrooms with fixture counts that exceed code requirements and theatre standards
 - Accessible restroom facilities that provide an extra level of personal privacy
 - Oversized coat check room
 - Will Call window inside Lobby/Reception provides location for weather protected transactions

• HOW •

- House
 - 292 upholstered, fixed seats with an average 22-½" width
 - 6 wheelchair locations adjacent to regular seats
 - Seating rows spaced 42" apart on stepped risers
 - Audience access through light trapping vestibules at the rear of seating area
 - Level circulation from Lobby to accessible seating to stage and back of house
 - Access via multiple routes from front of house to back of house not passing through seating
- Stage
 - 36' deep, 80' wide and 48' high ceiling
 - 45' wide by 20' to 22' tall proscenium style opening
 - Stage floor below first row seating eye level
 - On stage storage for orchestra shell and other large pieces of equipment
 - Large roll-up doors for loading scenery pieces
 - State-of-the-art acoustics, lighting and audio visual
- Lobby/Reception
 - Sized for 160 diners or 300 standing attendees
 - Location for reception head table
 - Direct access to wind screened outdoor patio with views to surrounding mountains
 - Concessions counter adjacent to catering kitchen
 - Catering kitchen for holding and heating food prepared off-site
 - A wait station to improve efficiency of wait staff for catered events
 - "Heritage Room" for private dining and small meetings

• WHY •

- Live Theatre
 - Plays
 - Stand-up Comedy
 - Poetry Readings
- Live Musical Performances
 - Classical
 - Contemporary
- Film
 - Special Screenings
 - Film Festival
- Lectures
 - On-site
 - Remote
- Conferences
 - Main Theatre
 - Lobby/Reception area
- Community Activities
 - School Functions
 - Weddings
 - Town Meetings
- Remote High Definition Streaming
 - Performances
 - Concerts
 - Lectures
- Special Events
 - Many options
- Classroom
 - College and Local K-12 students
 - Graduation
 - Assembly

PERFORMING ARTS THEATRE • PERFORMANCE CHARACTERISTICS

The Performing Arts Theatre is intended to serve the residents and visitors to Mammoth Lakes as well as Cerro Coso Community College and the adjacent Mammoth schools, hosting music, drama, dance, film and assembly events at a very high professional level. It will host the Eastern Sierra Symphony, Felici Trio, Mammoth Repertory Theatre, and Sierra Classic Theatre (all of whom have been consulted in this conceptual design phase) along with many other local and outside events.

The concept design features an attractive building, appropriate to its surroundings and with excellent exterior amenities, but the design emphasis and resources are being concentrated on the use and capabilities of the state-of-the-art theatre space as described herein.

House: The 298-seat theatre has fixed, raked seating on stepped risers with two-row sightlines in each section for excellent audience vision to stage. The upholstered, self-rising seats, have an average seat width 22-1/2" (compared to 19" in the Edison Theatre) and row-to-row spacing 42" for audience comfort. Audience access is from rear through vestibules which prevent sound and light from entering seating area from lobby. Level circulation is provided from lobby to cross-aisle to stage (no ramps or steps). Additional side exits are available for non-performance and emergency egress.

Acoustics: The room acoustics will be designed for excellent development and distribution of stage sound, particularly unamplified music. Room volume, wall construction and shaping and overhead reflectors will all contribute to the appropriate environment. In addition, a system of acoustical drapes, tracks and motors will be designed to reduce the natural reverberance of the room in order to provide an appropriate environment for spoken word intelligibility, amplified music and film screening.

Audience Amenities: The front-of-house areas include a generous lobby suitable for dinners, receptions and other assembly functions. It will be sized for 160 seated diners or 300 standing attendees at a cocktail-style reception. It is supported by a catering kitchen for plating and service of prepared foods, as well as a concessions serving area for theatrical events. There will be a separate space which can be used for private dining, donor events, board meetings, etc., currently designed as the Heritage Room. Generous audience restrooms will provide 8 fixtures for women, 5 for men and a single family or private use room. Each facility has a baby-changing station and a private fully accessible stall/room including a sink.

Stage: The proscenium-style stage is 36' deep by 80' wide space, with onstage storage for orchestra shell, grand piano and risers/stands/chairs for orchestra. There is a 12' deep forestage in front of the proscenium wall. The floor will be of resilient construction appropriate for musical comedy and dance. The proscenium opening will be 20-22' high and 45' wide, and can be reduced with sliding panels for smaller events.

Control booth/catwalks/followspot booths: Adjacent to the seating area is a control room for operation of lighting equipment, sound equipment and stage management. The control room is elevated to provide operators an unobstructed view of the stage over the head of standees in the last audience row. It is accessible by steps and platform lift. Operable windows provide for passage of stage sound to the booth and easy communication during rehearsals. (Connectivity for an optional "house mix" audio position is available in the audience cross aisle.) The followspot booth above is accessible via ladder from the control booth, and is connected to the catwalks and box booms, which are connected to the backstage via steps and ladders, providing full circulation of technical spaces at the catwalk level. The control room is also connected to backstage through the lobby and side corridor, providing full circulation at the main level without entering the audience space.

Catwalks: Three front-of-house catwalks are provided for lighting and access to the main speakers. Catwalks will be coordinated with sound reflector panels to provide optimum sound reflection to audience while concealing most of the overhead technical equipment.

Backstage: Backstage amenities include a Green Room for performer assembly before/during performance, including modest food prep facilities and comfortable furniture. The Green Room may also be used as a small warm-up space, meet-and-greet room or principal dressing area. Men's and women's dressing rooms with lighted mirrors, makeup counters and clothing and costume storage are provided, each with a fully accessible toilet room. Additional toilets will be provided in the second floor storage/costume area.

Performance lighting system: Includes dimmers/relays, distribution, and control. Lighting receptacles to be distributed over stage, house (catwalks and box booms), and at stage walls. A sophisticated computerized and networked main control console will be housed in the control room with supplementary controls at a stage manager's panel on stage. A basic complement of lighting fixtures and accessories installed in a standard lighting plot will be included. Features include permanent rehearsal lights over stage and on catwalks and work and running lights for catwalks, box booms, loading/fly gallery, locking rail, and crossover corridor.

House lighting: Dimmed lighting system for audience areas controlled by performance lighting system. Fixtures will dim smoothly and completely from full on to full off. Some fixtures may be on emergency system.

Scenery handling system (rigging): Manually-operated, counterweighted rigging system to provide vertical movement of scenery, lighting, masking and soft goods. The system will have approximately 30 linesets for lighting, curtains, borders, legs, and scenery. Lighting linesets will be equipped with motorized hoists for ease of use. System is operated from locking rail on stage floor with fly and loading gallery catwalks above and rigging pit below for maximum arbor travel. No walking grid is included, so "spot rigging" of additional items will not be available, and repair and maintenance will require a personnel lift with a working height of 40' +/-.

Audio-Visual systems:

Reinforcement and playback: Speakers, microphones, and playback equipment (digital equipment, CD players, as appropriate) and a main control console to reinforce stage sound and broadcast music and special effects. Equipment is operated from control room or optional house mix position at cross aisle (removable seats.) Some controls are also duplicated at the onstage stage manager's panel.

Production communications: Two-channel system of wired and wireless equipment for communications between technical personnel. Includes headset/belt packs for individual technicians and fixed stations with speakers/mics for box office, dressing rooms, etc.

Page/Monitor system: Playback system to provide stage program (audio and/or video per budget availability) to backstage and lobby areas as well as paging for actor calls and audience announcements.

Assistive listening: Permanent microphones and emitters to send program audio to receivers provided to patrons with hearing impairments. Receivers will be available for patrons with and without hearing aids.

Projection: A motorized projection screen and projector will be provided, along with a powered lectern for digital presentation. The lectern controls will provide laptop connection, a microphone for a speaker and control for the screen. Additional capabilities for film screening will be assessed during the design phase.

Conclusion: The Performing Arts Theatre will provide a professional-level facility for music, dance, film, and lecture as well as opportunities for small conferences, dining, and private rental events. Audience comfort and technical capabilities have been carefully considered to match the needs of the community and the users. The systems will be sophisticated as appropriate to the events planned but not beyond, and be capable of some future expansion and upgrades.

MACC PERFORMING ARTS THEATRE • PROJECT TEAM

Bruce Woodward Woodward Architecture

Woodward Architecture was formed as a small client oriented firm in 1987 in San Diego, CA by Bruce Woodward. In late 1991 Bruce and WA moved to Mammoth Lakes. In the spring of 1994, Woodward Architecture took a hiatus when he accepted a full time position with Mammoth Mountain Ski Area as their staff Architect. At the time the only “staff” Architect at a ski area in North America. While working for Mammoth Mountain he completed many design projects including the *Panorama Gondola Top Station Addition*, the *Panorama Gondola Bottom Station* and *Woolywood Children’s Ski School*, numerous remodel projects in the Main Lodge, Canyon Lodge and Mammoth Mountain Inn. While working for MMSA Bruce gained invaluable experience with the Mammoth climate focused on snow and wind issues. Much of what he learned was attained by tapping the vast knowledge base of Dave McCoy who’s office was just down the hall.

After leaving Mammoth Mountain in the spring of 2001 Bruce re-established Woodward Architecture in the town of Mammoth Lakes. Work that WA has completed since has included the *Mammoth Lakes Fire Station 1* on main street, the *South Gateway Student Housing Building*, *Mammoth Rock n’ Bowl* bowling center, numerous private residences, the *Village Gondola Terminal* at Canyon Lodge with it’s associated cabin storage building, loading area and sundecks, and the *Mammoth Gateway* monument signs. WA has also been a consultant to MMSA on the *Mountain Center* in the Village at Mammoth, the *McCoy Station* remodel, and the future *Eagle Lodge* development.

Rose Steele The Ruzika Company

The creative staff at The Ruzika Company brings a diverse design background to their work, including extensive theatrical and technical backgrounds. They have added their creative flair to casinos, theme parks, corporate plazas, shopping malls, retail stores, theatres, churches, restaurants, and residences. They have consulted on major performing arts centers, educational theatres, production support facilities, and live events. Having managed and supervised the installation of lighting systems in major theme park attractions and entertainment venues throughout the world, their electrical, architectural, and construction knowledge assures excellent communication of creative design ideas.

Rose has been consulting on theatre planning, design and construction for more than 25 years. She served as apprentice and journeyman to the well-known theatre consultants Paul Landry and Jack Bogan, rising to principal of the firm of Landry + Bogan, Inc. in the 1990s. She has consulted on more than 300 projects, including new construction, renovations, design studies and feasibility analyses. Rose specializes in planning and programming for performing arts venues, including conceptual design for stages and auditoriums. She is particularly passionate about sightlines, working to blend audience sightlines with smooth, gracious and ADA-compliant accessibility for all. She is currently on the Advisory Board of San Jose's Silicon Valley Shakespeare Company.

David Conant McKay Conant Hoover, Inc.

McKay Conant Hoover was organized in 1987 to provide uniquely integrated consulting services in all areas of Building Acoustics and Media Systems, across the USA and internationally. MCH's focus has been on spaces for large public assembly, notably, performing arts. Approximately 70% of that work has been in higher education, of which over 40 are for Community Colleges. More than ¾ of these are highly successful collaborations between MCH and Rose Steele of The Ruzika Company. Our full scope Acoustical Services include room acoustics design, sound isolation design and detailing, equipment noise and vibration control, environmental noise assessment and planning. Media Services cover sound reinforcement, recording, playback, projection and television systems from conception to operation.

MCH’s work is characterized by highly collaborative efforts from the outset of user discussions (especially stakeholder classical musicians), through acceptance testing of key acoustical and AV components. Above all, we remain, for the duration, steadfastly involved in achieving successful outcomes, to include seamless integration of acoustical and technology elements within beautiful architecture – and all within timeline schedules of design phases and budgets.

Among our relevant, notable projects, we list: *Vilar Center for the Arts, Beaver Creek; The Geffen Playhouse, UCLA; Glenn Massay Theater, Palmer, AK; Colburn School for Performing Arts, LA; DeBartolo Center for Performing Arts, Notre Dame; Valley Performing Arts Center (VPAC) at CSUN; Royce Concert Hall at UCLA; Wild Beast Music Pavilion, CalArts and the Scottsdale Center for Performing Arts.*

Bill Blake AMS Planning & Research

For nearly 30 years, AMS has made the business of arts and culture their business. Founded with a deep commitment to the role of the arts in communities, they have dedicated themselves to working with arts and community leaders to develop ventures that are both effective and vital. Each year, they measure and analyze the operations of hundreds of arts organizations and facilities across North America and are deeply involved in innovative change to help producers, presenters, artists and service organizations succeed in these complex times. They develop and apply sophisticated consumer and audience research methodologies to assess market behavior and preferences. They track long-term industry and societal trends to understand the future environment in which clients and organization will operate.

Bill Blake was the Managing Director of the B Street Theatre in Sacramento. The B Street Theatre produces over 450 performances a year with an emphasis on new plays, provides educational programs reaching dozens of schools and school districts, and offers theatre arts classes. In addition to managing these diverse activities, Bill led B Street in the planning, fundraising, design and development of its new \$25 million mixed-use performing arts complex that is opened in February 2018.

Bill has been involved in over 60 consulting and planning projects with clients ranging from federal agencies and municipal governments, to small and large not-for-profit organizations; he has developed strategic plans, business plans and feasibility studies for cultural facilities and organizations, including performing arts centers, theaters, museums and interpretive centers, as well as historic theaters.

Steve Noll Design Workshop

For more than four decades, Design Workshop has provided landscape architecture, planning, urban design and strategic services to clients in North America and throughout the world. They are committed to creating special places that meet today's needs and that are sustainable environments for all time.

They believe that when environment, art, community and economics are combined with the dictates of the land and the needs of society, magical places result—sustainable places of timeless beauty, significant value and enduring quality, places that lift the spirit. They have developed a methodology called DW Legacy Design®. This proprietary process seeks to imbue every project with a balance between environmental sensitivity, community connection, artistic beauty and economic viability that demonstrates measurable results.

Steve Noll has been practicing landscape architecture since graduating from California Polytechnical State University, San Luis Obispo in 1983. As Principal of the Lake Tahoe office, Steve has been fortunate to be involved with several land planning and site design projects that have reshaped and helped define the surrounding communities. In addition, he is involved with many community-based organizations where he provides guidance in areas of mixed-use planning, recreation and design planning, multi-family, affordable housing, and resort design. Steve has worked on past projects in the Mammoth area including the South Gateway.

Funding and Administration Funding

Cerro Coso Community College/KCCD
Measure C funding

Town of Mammoth Lakes
Measure U funding

Tambour Foundation/MacFarlane
Family funding

Beverly Langston Family funding

Administration

Mammoth Lakes Foundation

Rich Boccia - ED
Project Administrator

Evan Russell
Project Planning & Development

Shira Dubrovner
Artistic Director

Betsy Truax
Funding and Capital Campaign

Aleks Mendel
Marketing and Communication

Melissa Reeves
Donor Relations






Amy Graham
Accounting

Bill Taylor
Project Consultant

Mammoth Lakes Recreation
Community review and
recommendation

MASTERPLAN

LEGEND


- | | |
|-----------------------------------|--|
| A PERFORMING ARTS THEATRE | L MONO COUNTY LIBRARY |
| B OUTDOOR AMPHITHEATER | M MAMMOTH UNIFIED SCHOOL DISTRICT |
| C WORKSHOP AND STORAGE | N MONO COUNTY BOARD OF EDUCATION |
| D MODIFIED PARKING W/ DROPOFF |  DISTRICT IDENTIFICATION AND WAYFINDINGS SIGN |
| E ARTS RESIDENCE AND LAB |  VEHICULAR WAYFINDING SIGN |
| F NEW PARKING LOT |  PEDESTRIAN WAYFINDING SIGN |
| G TRAILHEAD |  PROPOSED BUILDING |
| H NATIONAL WOUNDED WARRIOR CENTER |  EXISTING BUILDING |
| I STUDENT APARTMENTS | |
| J CERRO COSO COMMUNITY COLLEGE | |
| K MAMMOTH LAKES FOUNDATION | |




FINE ARTS DISTRICT

LEGEND

- A PERFORMING ARTS THEATRE
- B OUTDOOR AMPHITHEATER
- C ARTIST RESIDENCE AND LAB
- D TRAIL HEAD / PARKING
- E NATIONAL WOUNDED WARRIOR CENTER
- F STUDENT APARTMENTS
- G SPECIAL EVENT SPACE WITH ALTERED VEHICULAR CIRCULATION

 VEHICULAR WAYFINDING

 PEDESTRIAN WAYFINDING





PERFORMING ARTS THEATRE

EXTERIOR PERSPECTIVE - CONCEPTUAL DESIGN





PERFORMING ARTS THEATRE

BIRDS-EYE PERSPECTIVE - CONCEPTUAL DESIGN





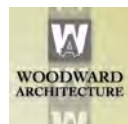
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EXTERIOR PERSPECTIVE - CONCEPTUAL DESIGN





PERFORMING ARTS THEATRE
EXTERIOR PERSPECTIVE - CONCEPTUAL DESIGN



OUTDOOR AMPHITHEATER



OUTDOOR AMPHITHEATER



PROJECT STATISTICS

SQUARE FOOTAGE - ROOMS	
LOBBY / RECEPTION	2,035 S.F.
HERITAGE ROOM	597 S.F.
COAT ROOM	160 S.F.
TICKET OFFICE	220 S.F.
CATERING KITCHEN / CONCESSIONS	600 S.F.
DRESSING ROOMS - EACH	490 S.F.
GREEN ROOM	450 S.F.
ON-STAGE STORAGE	330 S.F.
PIANO STORAGE & REHEARSAL	311 S.F.

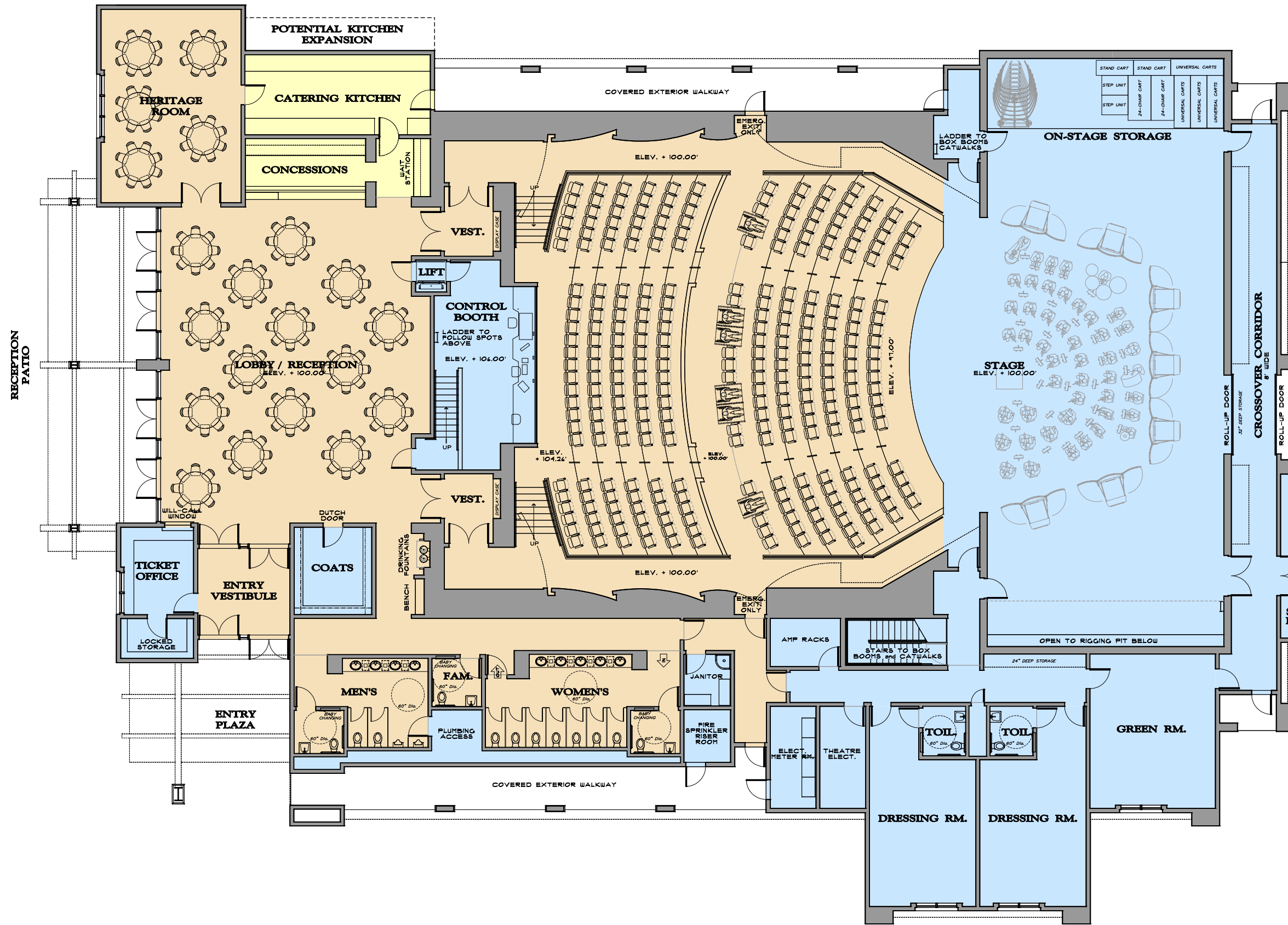
SQUARE FOOTAGE - OVERALL	
MAIN FLOOR	18,470 S.F.
COSTUME ATTIC	1,540 S.F.
MECHANICAL ATTIC	1,454 S.F.

SEAT COUNT	
FIXED SEATS	292
WHEELCHAIR SPACES	6
TOTAL	298

AVERAGE SEAT WIDTH	22-1/2"
SEAT SPACING ROW TO ROW	42"
SEATING AREA CEILING HEIGHT	43'-0"
PROSCENIUM OPENING	
WIDTH	45'-0"
HEIGHT	20'-0"

STAGE DIMENSIONS	
FRONT CURTAIN TO BACK OF STAGE	36'-0"
FRONT CURTAIN TO FRONT OF FORESTAGE	42'-0"
BACKSTAGE WIDTH	80'-0"
STAGE CLEAR HEIGHT	48'-0"
ROLL-UP DOORS (10 X 20)	2

PHOTOVOLTAIC SOLAR PANELS	152
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PROJECT STATISTICS CONT'D

PUBLIC RESTROOM FIXTURES	REQ'D	PROVIDED
WOMEN'S TOILETS	4	8
WOMEN'S LAVATORIES	2	6
MEN'S TOILETS	2	3
MEN'S URINALS	2	2
MEN'S LAVATORIES	1	5
FAMILY TOILETS	0	1
FAMILY LAVATORIES	0	1
BACKSTAGE RESTROOM FIXTURES		PROVIDED
WOMEN'S TOILETS	1	1
WOMEN'S LAVATORIES	1	1
MEN'S TOILETS	1	1
MEN'S URINALS	0	0
MEN'S LAVATORIES	1	1
UNISEX TOILETS	0	2
UNISEX LAVATORIES	0	2

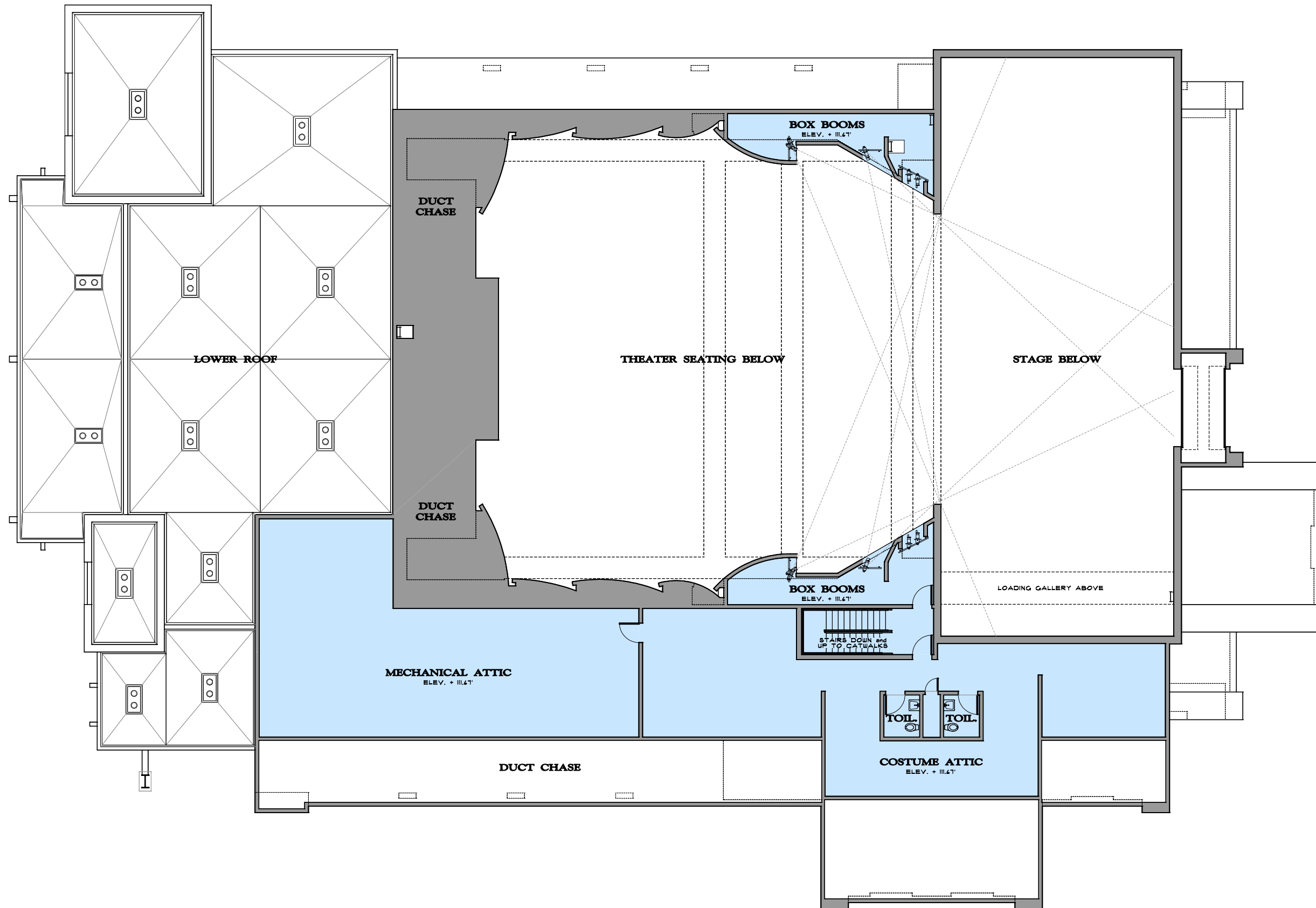
REFERENCE ELEVATION 100.00' = 7842.27' REAL WORLD



PERFORMING ARTS THEATRE

MAIN LEVEL FLOOR PLAN





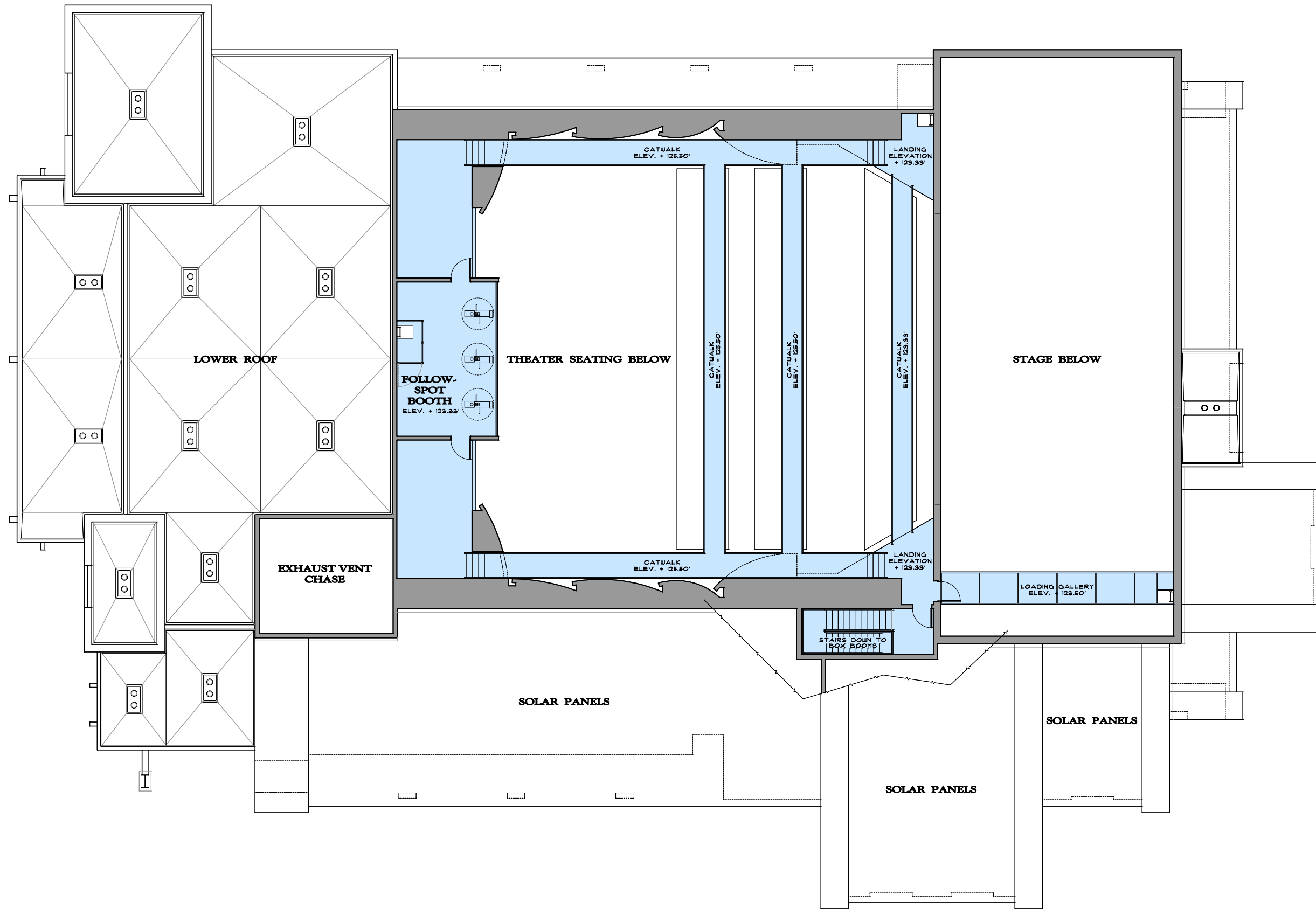
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ATTIC LEVEL FLOOR PLAN



0 5 10 25 FEET





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CATWALK LEVEL FLOOR PLAN



0 1 5 10 25 FEET





Lobby

House Seating

Stage



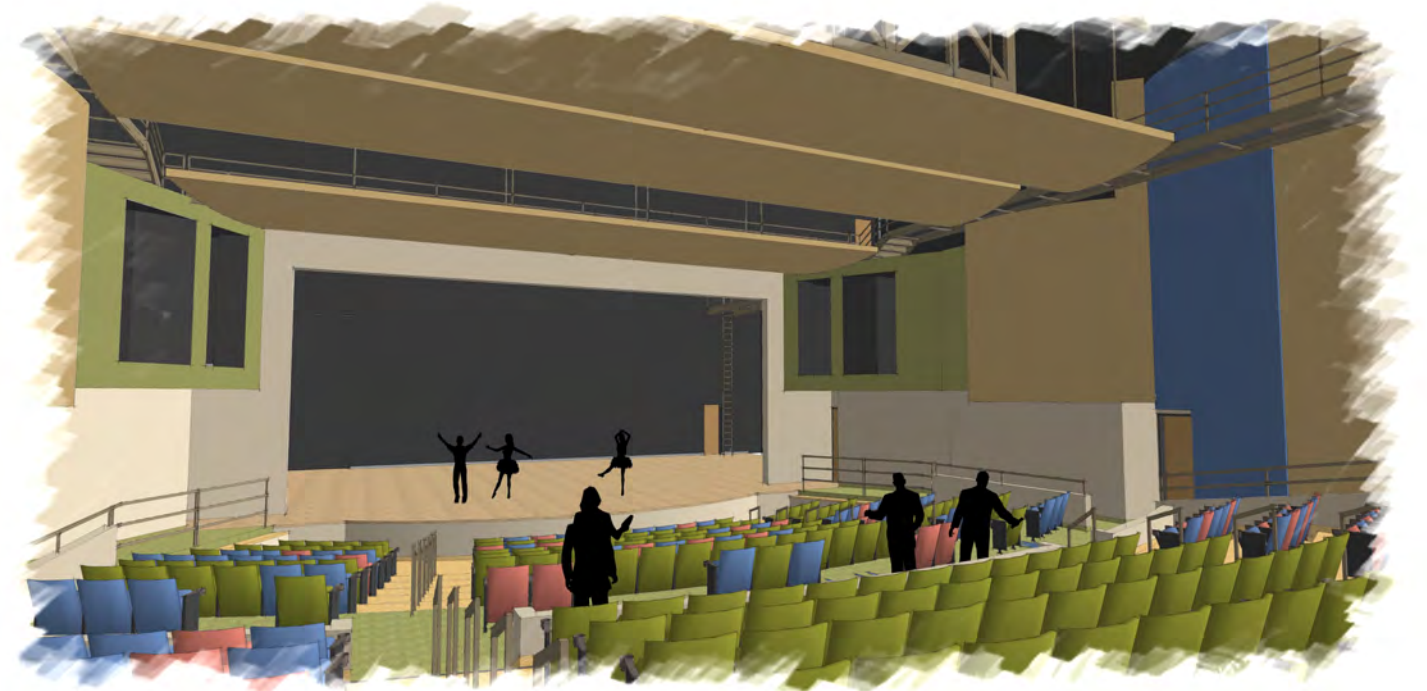
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BUILDING SECTION - CONCEPTUAL DESIGN

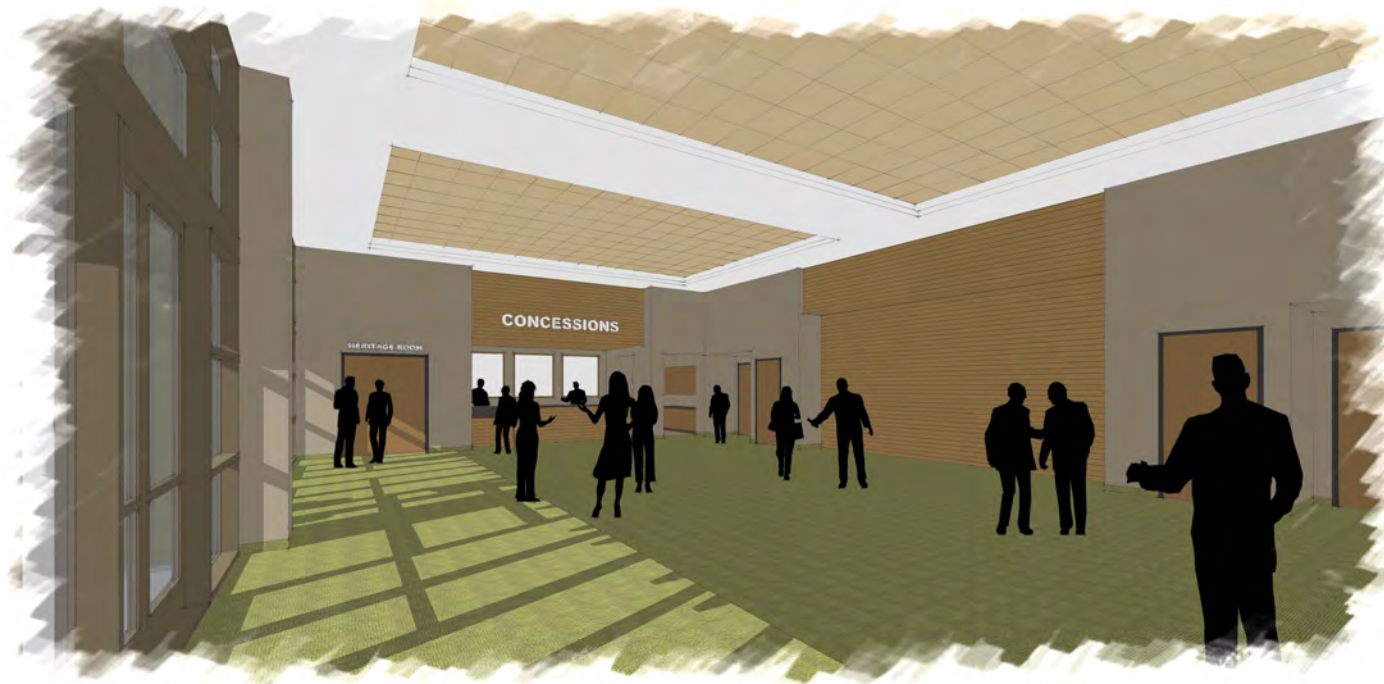




VIEW FROM STAGE



VIEW OF STAGE



LOBBY VIEW 1



LOBBY VIEW 2

PERFORMING ARTS THEATRE

INTERIOR VIEWS - CONCEPTUAL DESIGN

