



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: Mammoth Lakes Suite Z, 437 Old Mammoth Rd, Mammoth Lakes, CA 93546

Regular Meeting June 15, 2021

TELECONFERENCE INFORMATION

The meeting will be held in person and via teleconferencing, as authorized by Governor Newsom's Executive Order, N-29-20, dated March 17, 2020, with members of the Board attending from separate remote locations. This hybrid format recognizes that the state is moving beyond the Blueprint for a Safer Economy beginning June 15, 2021.

Members of the public may participate in person, or via the Zoom Webinar, including listening to the meeting and providing public comment, by following the instructions below. If you are unable to join the Zoom Webinar of the Board meeting, you may still view the live stream of the meeting by visiting http://monocounty.granicus.com/MediaPlayer.php?publish_id=759e238f-a489-40a3-ac0e-a4e4ae90735d

To join the meeting by computer:

Visit <https://monocounty.zoom.us/j/93092643209>

Or visit <https://www.zoom.us/>, click on "Join A Meeting" and enter the Zoom Webinar ID 930 9264 3209.

To provide public comment (at appropriate times) during the meeting, press the "Raise Hand" button on your screen.

To join the meeting by telephone:

Dial (669) 900-6833, then enter Zoom Webinar ID 930 9264 3209.

To provide public comment (at appropriate times) during the meeting, press *9 to raise your hand and *6 to mute/unmute.

NOTE: In compliance with the Americans with Disabilities Act if you need special assistance to participate in this meeting, please contact Shannon Kendall, Clerk of the Board, at (760) 932-5533. 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).

ON THE WEB: You can view the upcoming agenda at <http://monocounty.ca.gov>. If you would like to receive an automatic copy of this agenda by email, please subscribe to the Board of Supervisors Agendas on our website at <http://monocounty.ca.gov/bos>.

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

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

2. RECOGNITIONS - NONE

3. COUNTY ADMINISTRATIVE OFFICE

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. Board Minutes - May 19, 2021

Departments: Clerk of the Board

Approval of the Board Minutes from the Special Meeting on May 19, 2021.

Recommended Action: Approve the Board Minutes from the Special Meeting on May 19, 2021.

Fiscal Impact: None.

B. Cancellation of July 13, 2021 Regular Meeting of the Board of Supervisors

Departments: Clerk of the Board

Cancellation of the July 13, 2021 regular meeting of the Board of Supervisors.

Recommended Action: Cancel the July 13, 2021 regular meeting of the Board of Supervisors.

Fiscal Impact: None.

C. Megabyte Contract Renewal

Departments: Finance/Assessor

Proposed contract with Megabyte Systems, Inc. pertaining to software maintenance agreement for FY 2021-22.

Recommended Action: Approve and authorize board chair signature on proposed contract and addendum with Megabyte Systems, Inc. for software maintenance and web services pertaining to the County property tax system not to exceed \$132,506.

Fiscal Impact: Annual cost anticipated at \$131,743 for FY 2021-22, with \$86,753 allocated to Finance and \$44,900 allocated to the Assessor. Costs are partially reimbursed through the Property Tax Administration Fee charged to certain taxing jurisdictions in the County.

D. Call for Bids - Chalfant Cell Site

Departments: Information Technology; Public Works; County Counsel

Request for bids to conditionally license a portion of the now-closed Chalfant landfill for potential use as a site to construct a cellular tower and related infrastructure for the purpose of providing cellular service to the Chalfant Valley. Conditions to the ultimate use of the site for cellular infrastructure by the successful bidder include the obtaining of applicable planning approvals, amendment to the joint technical document for the site, and any associated CEQA review.

Recommended Action: Approve bid package with or without modifications, direct staff to post and publish call for bids, and provide any other desired direction to staff.

Fiscal Impact: Unknown income from license fees depending on the highest bid received, if all license contingencies satisfied. Cost to the County of approximately \$5,000 to revise the Joint Technical Document for the Chalfant Landfill which is reimbursable by licensee.

6. CORRESPONDENCE RECEIVED

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

A. Letter from Johanna and Daniel Tackitt Regarding Mountain View Fire Rebuilding Concerns

A letter from Coleville residents, Johanna and Daniel Tackitt, regarding Mountain View Fire rebuilding concerns.

7. **REGULAR AGENDA - MORNING**

A. Compensation Policy and Salary Adjustments for At-Will Management-Level Employees and Elected Officials

Departments: CAO

30 minutes (10 minutes presentation, 20 minutes discussion)

(Robert C. Lawton, CAO) - Following implementation of Memoranda of Understanding (MOUs) for all five employee bargaining units, this item proposes a salary and compensation policy for at-will (unrepresented) management-level employees and elected officials. The proposed policy includes a conversion from flat salaries to a five-step salary range for non-elected at-will positions. The associated resolution adjusts salaries for those non-elected positions upwards to conform to the five-step salary matrix and increases the salaries of elected department heads (but not the Board of Supervisors) to market rate, based on a 2021 salary survey of all at-will and elected positions.

Recommended Action:

- 1) Receive staff report regarding 2021 Salary Survey and proposed Management Compensation Policy;
- 2) Consider and potentially adopt proposed resolution implementing the Mono County Policy Regarding Compensation of At-Will and Elected Management-Level Officers and Employees ("Management Compensation Policy"); and
- 3) Announce positions and salaries as listed on Exhibit B and consider and potentially adopt proposed resolution implementing salary matrix to establish ranges and steps for at-will management-level positions and adjusting current salaries for both elected department heads and appointed at-will employees to conform to that matrix and the Management Compensation Policy.

Fiscal Impact: The estimated increase in county-wide salary and benefit cost is \$186,2148 for FY 2021-22, \$368,880 for FY 2022-23, and \$507,445 for FY 2023-22. See the Cost Implementation Analysis schedule attached to this agenda item for greater details and documentation of the analysis' assumptions and conditions.

B. Ordinance Amending Section 2.04.030 of the Mono County Code to Adjust Salaries for the Positions of Member and Chair of the Board of Supervisors

Departments: CAO

20 minutes

(Robert C. Lawton, CAO, Dave Wilbrecht, Special Project Coordinator) - Proposed ordinance amending Mono County Code section 2.03.040 to adjust salaries for the elected positions of Supervisor and Chair of the Board of Supervisors in accordance with Mono County's Management Compensation Policy and the 2021 Salary Survey of management positions.

Recommended Action:

- 1) Receive staff report regarding 2021 Salary Survey result from at-will management level salary study related to Board member salaries; and
- 2) Announce salary amounts and introduce, read title and waive further reading of proposed ordinance amending Mono County Code section 2.04.030 to adjust salaries for the elected positions of Supervisor and Chairperson of the Mono County Board of Supervisors in accordance with the Management Compensation Policy and 2021 Salary Survey; or
- 3) Discuss options, including partial or stepped adjustments with full implementation within a specified period, or taking no further action at this time.

Fiscal Impact: Approval of the salary adjustment ordinance for the Board will increase Board compensation from \$4,109 to \$4,792 per month for regular Board members (an increase of \$683) and from \$4,462 to \$5,202 per month (an increase of \$740) for the Chair position. The projected annual fiscal impact for the next fiscal year is estimated to be \$41,644.

C. Budget Public Hearing and Planned Adoption for FY 2021-22

Departments: CAO, Finance

Public Hearing: 10:00 AM (30 minutes)

(Janet Dutcher, Finance Director; Megan Mahaffey, Accountant II) - Public hearing and adoption of the 2021-2022 County of Mono Recommended Budget, as presented or amended. The Mono County Recommended Budget for fiscal year 2021-2022 is available on the Mono County Website:

<https://www.monocounty.ca.gov/auditor/page/2021-2022-budget-portal>

Recommended Action:

- 1) Conduct public budget hearing.
- 2) Adopt resolution R21-____, A Resolution of the Mono County Board of Supervisors Adopting the Final Mono County Budget for Fiscal Year 2021-2022, as presented or amended.

Fiscal Impact: The recommended budget includes \$124,932,764 in expenditures, \$116,055,940 in revenues, and relies on \$8,876,824 in carryover balance. The General Fund includes \$41,480,282 in expenditures, \$40,280,282 in revenues, and relies on \$1,200,000 in carryover balance.

D. List of Allocated Positions for Fiscal Year 2021-22

Departments: CAO, Finance

15 minutes

(John Craig, Assistant CAO; Janet Dutcher, Finance Director) - Proposed resolution to adopt the Fiscal Year 2021-22 Position Allocation List for positions classified in the Recommended Budget

Recommended Action: Adopt proposed resolution R21-____, Adopting a Schedule for Position Classifications in Conjunction with the Adoption of the

2021-2022 Budget.

Fiscal Impact: None.

E. County Wildfire Coordinators Grant

Departments: Board of Supervisors, sponsored by Chair Kreitz

10 minutes

(Chair Kreitz) - The CA Fire Safe Council, in partnership with CSAC and RCRC, and funded by a CAL FIRE grant are seeking county interest in receiving funds for a County Wildfire Coordinator position.

Recommended Action: Discuss County interest and content of letter, if so advised, addressed to the California Fire Safe Council.

Fiscal Impact: Up to \$175,000 over an 18-month period. Not included in the Recommended Budget proposed for FY 2021-2022.

F. COVID-19 (Coronavirus) Update

Departments: CAO, Public Health

30 minutes

(Robert C. Lawton, CAO, Bryan Wheeler, Public Health Director) - Update on Countywide response and planning related to the COVID-19 pandemic. Discussion of planning for changes to County operations as the State moves into its "Beyond the Blueprint" stage, including, but not limited to: status of emergency declarations; returning to in-person County meetings; returning remote employees to work.

Recommended Action: None, informational only.

Fiscal Impact: None.

G. Mountain View Fire Update and Review of Emergency Declarations

Departments: Mountain View Fire Emergency Operations Center

10 minutes

(Justin Nalder, EOC Director) - Review of continuing need for Board of Supervisor's November 17, 2020, Declaration of Local Emergency of and Mono County Health Officer's November 19, 2020, Declaration of Local Health Emergency for the Mountain View Fire.

Recommended Action:

- 1) Hear report from Incident Command and involved staff regarding status of Mountain View Fire response and recovery efforts.
- 2) Find that there is a need to continue the local state of emergency declared on

November 17, 2020 and/or the local health emergency declared on November 19, 2020 (ratified by the Board on November 24, 2020).

Fiscal Impact: Continuation of the declared emergencies continues the County's eligibility for state disaster fiscal assistance.

H. Justice, Equity, Diversity, and Inclusion (JEDI) Update

Departments: CAO, Board of Supervisors

20 minutes

(Robin Roberts, Behavioral Health Director) - Update on the proposed Justice, Equity, Diversity, and Inclusion (JEDI) training plan.

Recommended Action: Receive update on the proposed JEDI training plan. Provide staff direction.

Fiscal Impact: No fiscal impact anticipated at this time. The FY 2021-2022 budget includes funding for the implementation of the Justice, Equity, Diversity, and Inclusion (JEDI) Commission, training program.

I. Mono County Behavioral Health FY 2020-2023 Mental Health Services Act Three-Year Plan and FY 2021-2022 Annual Update

Departments: Behavioral Health

40 minutes (20 minute presentation, 20 minute discussion)

(Amanda Greenberg, Program Manager, Robin Roberts, Behavioral Health Director) - Presentation by Amanda Greenberg regarding the Mono County Behavioral Health FY 2020-2023 Mental Health Services Act Three-Year Plan and FY 2021-2022 Annual Update.

Recommended Action:

- 1) Receive staff presentation on Three-Year Plan and Annual Update;
- 2) Review and approve Three-Year Plan and Annual Update;
- 3) Provide any other direction to staff.

Fiscal Impact: The MHPA FY 2020-2023 Three-Year Plan and 2021-2022 Annual Update outlines the expenditure from FY 2020-2021 and plans to spend approximately \$5,500,000 of funding from the Mental Health Services Act over the next two years, plus a one-time expenditure of \$1,500,000 housing project funds. MHPA anticipates that it will realize increased Medi-Cal revenues by FY 2022-2023 that will also help offset some MHPA costs.

8. OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD

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

9. CLOSED SESSION

A. Closed Session - Labor Negotiations

CONFERENCE WITH LABOR NEGOTIATORS. Government Code Section 54957.6. Agency designated representative(s): Bob Lawton, Stacey Simon, Janet Dutcher, and Dave Wilbrecht. 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 Public Safety Officers Association (PSO). Unrepresented employees: All.

B. Closed Session - Public Employee Evaluation

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

10. 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 June 15, 2021

Departments: Clerk of the Board

TIME REQUIRED

SUBJECT Board Minutes - May 19, 2021

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

Approval of the Board Minutes from the Special Meeting on May 19, 2021.

RECOMMENDED ACTION:

Approve the Board Minutes from the Special Meeting on May 19, 2021.

FISCAL IMPACT:

None.

CONTACT NAME: Queenie Barnard

PHONE/EMAIL: 760-932-5534 / qbarnard@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
DRAFT Minutes

History

Time	Who	Approval
6/2/2021 10:38 AM	County Counsel	Yes
6/2/2021 9:37 AM	Finance	Yes
6/10/2021 10:35 AM	County Administrative Office	Yes



**DRAFT SPECIAL MEETING MINUTES
BOARD OF SUPERVISORS, COUNTY OF MONO
STATE OF CALIFORNIA**

Teleconference Only - No Physical Location

**Special Meeting
May 19, 2021**

9:00 AM Meeting Called to Order by Chair Kreitz.

Supervisors Present: Corless, Duggan, Gardner, Kreitz, and Peters (all attended via teleconference).

Supervisors Absent: None.

The Mono County Board of Supervisors stream most of their meetings live on the internet and archives them afterward. To search for a meeting from June 2, 2015 forward, please go to the following link: <http://www.monocounty.ca.gov/meetings>.

Pledge of Allegiance led by Chair Kreitz.

1. OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD

None.

2. AGENDA ITEMS

A. Budget Workshop for Fiscal Year 2021-2022

Departments: CAO, Finance

(Janet Dutcher, Finance Director; Megan Mahaffey, Accountant II; Robert C. Lawton, CAO; John Craig, Assistant CAO) - Budget workshop for fiscal year 2021-2022. This is the last day of a three day workshop.

To view the budget schedules and other budgetary related information, please visit the following

link: <https://www.monocounty.ca.gov/auditor/page/2021-2022-budget-portal>

Action: None.

Note:

These draft meeting minutes have not yet been approved by the Mono County Board of Supervisors

Janet Dutcher, Finance Director:

- Noted error on Page 125 – policy expenses doubled up. Budget is overstated on spending side by \$375,922. Falls in Services and Supplies budget – number should be \$1,928,191. That makes total expenses \$6,922,538. Bottom line is a negative \$5,449,863 – amount of discretionary revenue allocated to sheriff patrol.

Ingrid Braun, Mono County Sheriff:

- Request to restore training and travel budget that had been pared down last year
- Vacancies
- Jail
- Court Security
- Boating Safety
- Search and Rescue
- Off-Highway Vehicle Fund
- Court Security 2011 Realignment
- Inmate Welfare Trust
- Medication Assisted Treatment (MAT)
- Addressed speeding concerns – two speed trailers current inventory.

Karin Humiston, Chief Probation Officer:

- Reviewed numbers not included:
 - Prop 64 afterschool program grant - \$64,000 per year in salary savings for three years
 - SB823 - \$250,000 DJJ realignment
 - \$50,000 in radios
 - Case management system which will be about \$50,000-70,000

Tim Kendall, District Attorney:

- Additional resources – victim outreach, support
- District Attorney
- Victim Witness
- Public Administrator
- DA Grant Programs (CalMMet)
- DA Diversion Program

Break: 10:40 AM

Reconvened: 11:00 AM

Chris Mokracek, EMS Chief:

- Paramedics
- COVID-19 impacts
- Request to promote Fiscal and Technical Specialist to Fiscal and Administrative Officer
- Subscription program

Tony Dublino, Director of Public Works:

- Public Works / Engineering
- Facilities
- Airport Enterprise
- Cemeteries
- Solid Waste
- Campgrounds
- State & Federal Construction Funds

Note:

These draft meeting minutes have not yet been approved by the Mono County Board of Supervisors

- Conway Ranch
- Geothermal Royalties (Recreation)
- Motor Pool
- Road Fund
- Zones of Benefit
- SW Accelerated Landfill Closure Fund
- SW SRF

Break: 1:09 PM

Reconvened: 1:23 PM

Bryan Wheeler, Public Health Director:

- Public Health
- Public Health Education (Tobacco)
- Bio-terrorism
- Environmental Health
- Prop 99 & 56

Alicia Vennos, Economic Development Director:

- Economic Development
- Tourism
- Community Support Grants
- Fish Enhancement
- Fish & Game Propagation

Jeff Simpson, Economic Development Manager:

- Fish Fine Fund and Fish Enhancement

Stacey Simon, County Counsel:

- Budget changes from last year: slight increase for special department expense, potential for paid intern, increase in anticipated revenues
- County Counsel
- Law Library

Jay Sloane, Risk Manager:

- Risk Management
- Insurance

Bob Lawton, CAO:

- Administration
- Workforce Development
- Affordable Housing
- Public Defender
- Grand Jury
- Veterans Services
- Farm Advisor
- Ag Commissioner

Janet Dutcher, Finance Director:

- Budget team will review all information and feedback from Budget Workshop, look at available resources. At June 1 Board meeting, Budget Team will present recommendations and amount of resources available.

Note:

These draft meeting minutes have not yet been approved by the Mono County Board of Supervisors

ADJOURNED AT 3:46 PM.

ATTEST

**JENNIFER KREITZ
CHAIR OF THE BOARD**

**QUEENIE BARNARD
SENIOR DEPUTY CLERK OF THE BOARD**



OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: Clerk of the Board

TIME REQUIRED

SUBJECT Cancellation of July 13, 2021 Regular Meeting of the Board of Supervisors

PERSONS APPEARING BEFORE THE BOARD

AGENDA DESCRIPTION:

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

Cancellation of the July 13, 2021 regular meeting of the Board of Supervisors.

RECOMMENDED ACTION:

Cancel the July 13, 2021 regular meeting of the Board of Supervisors.

FISCAL IMPACT:

None.

CONTACT NAME: Queenie Barnard

PHONE/EMAIL: 760-932-5534 / qbarnard@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download

[2021 Meeting Calendar](#)

History

Time	Who	Approval
6/8/2021 2:39 PM	County Counsel	Yes
6/9/2021 9:37 AM	Finance	Yes
6/10/2021 10:36 AM	County Administrative Office	Yes

Mono County Board of Supervisors 2021 Meeting Calendar

*First three Tuesdays of the month at 9:00 AM unless otherwise noted **

January 2021
1/5/2021
1/12/2021
1/19/2021

July 2021
7/6/2021
7/13/2021
7/20/2021

February 2021
2/2/2021
2/9/2021
2/16/2021

August 2021
8/3/2021
8/10/2021
8/17/2021

March 2021
3/2/2021
3/9/2021
3/16/2021

September 2021
9/7/2021
9/14/2021
9/21/2021

April 2021
4/6/2021
4/13/2021
4/20/2021

October 2021
10/5/2021
10/12/2021
10/19/2021

May 2021
5/4/2021
5/11/2021
5/17/2021 – Special Meeting Budget Workshop *
5/18/2021
5/19/2021 – Special Meeting Budget Workshop *

November 2021
11/2/2021
11/9/2021
11/16/2021

June 2021
6/1/2021
6/8/2021
6/15/2021

December 2021
12/7/2021
12/14/2021
12/21/2021



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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: Finance/Assessor

TIME REQUIRED

SUBJECT Megabyte Contract Renewal

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

Proposed contract with Megabyte Systems, Inc. pertaining to software maintenance agreement for FY 2021-22.

RECOMMENDED ACTION:

Approve and authorize board chair signature on proposed contract and addendum with Megabyte Systems, Inc. for software maintenance and web services pertaining to the County property tax system not to exceed \$132,506.

FISCAL IMPACT:

Annual cost anticipated at \$131,743 for FY 2021-22, with \$86,753 allocated to Finance and \$44,900 allocated to the Assessor. Costs are partially reimbursed through the Property Tax Administration Fee charged to certain taxing jurisdictions in the County.

CONTACT NAME: Janet Dutcher

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

SEND COPIES TO:

Kim Bunn @ kbunn@mono.ca.gov

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff report
2021-22 Megabyte Systems Inc Software Agreement

History

Time

Who

Approval

6/2/2021 10:41 AM	County Counsel	Yes
6/8/2021 3:21 PM	Finance	Yes
6/10/2021 10:45 AM	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

P.O. Box 556
Bridgeport, California 93517
(760) 932-5490
Fax (760) 932-5491

Date: June 15, 2021
To: Honorable Board of Supervisors
From: Janet Dutcher, Finance Director
Subject: Property Tax Software Maintenance Contract

Recommended Action:

Approve and authorize board chair signature on proposed contract and addendum with Megabyte Systems, Inc. for software maintenance and web services pertaining to the County property tax system not to exceed \$131,743. Provide any desired direction to staff.

Discussion:

The annual maintenance support agreement and addendum for web services for the property tax software covers the period of July 1, 2021 to June 30, 2022 with our software provider, Megabyte Systems, Inc. Maintenance support costs for the software are not to exceed \$125,000.00 and includes the Assessor online business property filing function. Web services total \$7,506.24 and include on-line payments and electronic access to tax information for the public. The total annual cost is shared by the Assessor and the Finance Department.

Fiscal Impact:

Not to exceed \$131,743 for FY 2021-22.

Finance - \$86,753

Assessor - \$44,990

**AGREEMENT
MPTS PROPERTY TAX SYSTEM
MAINTENANCE**

1 THIS SUPPORT AGREEMENT, is for the term beginning July 1, 2021 and terminating June 30, 2022
2 by and between the COUNTY OF MONO, hereinafter referred to as the "County" and MEGABYTE
3 SYSTEMS INC, whose mailing address is 2630 Sunset Blvd, Suite 100, Rocklin, California 95677,
4 hereinafter referred to as the "Contractor". Federal Id: 77-0547969.

- 5 1. The County hereby engages the services of the Contractor, and the Contractor agrees to
6 serve County in accordance with the terms and conditions set forth herein.
- 7 2. Work. Subject to the terms and conditions set forth in this agreement, Contractor shall
8 provide the services described in Exhibit A.
- 9 3. Price. In consideration of Contractor's fulfillment of the promised work, County shall pay
10 Contractor the amount set forth in Exhibit B. Support to County in excess of the terms of
11 this agreement, as deemed necessary by County, will be billable to County at Contractor's
12 standard hourly rate subject to advance written approval of County. If on-site support is
13 required, travel time and expenses will be charged in addition to the hourly rate for work
14 on-site.
- 15 4. Payments. County shall make payments of compensation hereunder monthly on submittal
16 of an invoice. Contract payments are due and payable to Megabyte Systems, Inc. 2630
17 Sunset Blvd, Suite 100, Rocklin, California 95677, within 15 working days of receipt of the
18 invoice. Invoices shall be submitted to:

19 Mono County Department of Finance
20 PO Box 556
21 Bridgeport, CA 93517

22 The total sum of all payments made by the County to Contractor for services and work
23 performed under this agreement shall not exceed \$125,000.00

- 24 5. Changes. Changes and modifications to this Agreement may only be made by prior
25 written change order of County, accepted in writing by the Contractor, specifying such
26 change(s) including adjustment(s) to price and delivery schedule (if any), as are agreed to
27 by the parties hereto. In no case shall County pay for any extra work or material furnished
28 except as previously agreed upon in such a written change order. The Contractor and the

29 County shall determine whether any change or modification will cause a delay in
30 Contractor completing all work and if so, the duration of such delay.

31 6. County's Responsibility to Provide. County will provide, at its own expense, access to
32 Megabyte via Megabyte's network or via the Internet as long as it is at acceptable speeds
33 (County minimum of T1 or business DSL speed).

34 7. No Waiver by County. Inspection of the work by the County, or the statement by any
35 officer, agent, or employee of the County, prior to written acceptance of the work or any
36 part thereof, indicating that the work or any part thereof complies with the requirements
37 of this Agreement, or the County's payment for the whole or any part of the work, or any
38 combination of these acts, shall not relieve the Contractor of obligation to fulfill this
39 Contract as prescribed. Waiver of any provision of this Agreement by the County in any
40 single instance shall not prejudice County's right to enforcement of all provisions of this
41 Agreement in any other instance.

42 8. Hold Harmless. Contractor agrees to defend, indemnify, save and hold harmless the
43 County, its officers, agents, and employees, from and against any and all claims and
44 losses whatsoever accruing or resulting to any and all persons, firms or corporations for
45 damage, injury or death as a result of negligence by Contractor in Contractor's
46 performance of this Agreement.

47 9. Patent or Copyright Infringement.

48 A. Contractor represents that the materials and products produced hereunder do not
49 violate others intellectual property rights (which include patent, copyright, trademark,
50 trade secret or other proprietary right.) In the event a claim, cause of action,
51 proceeding or other legal action should arise in which there are claims that the
52 materials and/or products infringe or violate another's intellectual property rights,
53 Contractor shall undertake to protect, defend, settle or resolve the proceeding at no
54 cost, whatsoever, to County, including, but not by way of limitation, legal fees,
55 disbursements, judgments, or the like. Contractor shall protect, defend and
56 indemnify and hold County harmless, subject only to County giving Contractor
57 prompt written notice of any such third party claim, cause of action or proceedings
58 and rendering to Contractor any reasonable information, assistance or access to
59 documents and materials required in the defense of any such cause of action.

60 B. Should the materials and/or products in Contractor's opinion, be likely or become the
61 subject of a claim of infringement of a patent, copyright or trademark, Contractor
62 may do any of the following: (1) obtain a legally binding right for County to use, at

63 no cost to County, the material and/or product; (2) replace or modify the material
64 and/or product so that it is non-infringing yet still complies with the RFP and the
65 Contract specifications; (3) repurchase the material and/or product by refunding all
66 moneys paid by County to Contractor for the material and/or product less
67 depreciation and reasonable costs for use and such other amounts as are mutually
68 agreeable to County and Contractor.

69 10. Title to Work. Upon termination of this agreement for any reason title to, ownership of,
70 and all applicable patents, copyrights and trade secrets in the MPTS software, shall
71 remain with the contractor as owner/holder of such patents, copyrights, and trade
72 secrets, who shall retain complete rights to market such product, and no such rights shall
73 pass to County. However, County shall receive, at no additional cost, a perpetual license
74 to use such products for its own use.

75 11. Source Code. Contractor shall place source code for the licensed software and any
76 changes thereto, into a software escrow account. County shall have access to the source
77 code in the event Contractor fails to fulfill its maintenance and support obligations, or in
78 the event of bankruptcy, dissolution, or appointment of a receiver for Contractor. County
79 shall be able to use the source code according to the terms of this agreement, and must
80 also be permitted to modify the code for its own use consistent with this agreement.

81 12. Insurance. Contractor shall maintain, at Contractor's own expense during the term
82 hereof, insurance with respect to Contractor's performance of this Agreement of the
83 types and in the minimum amounts described generally as follows:

84 A. Full Workers' Compensation and Employer's Liability Insurance covering all
85 employees of Contractor as required by law in the State of California.

86 B. Comprehensive Public Liability Insurance or Comprehensive Liability Insurance
87 (Bodily Injury and Property Damage) of not less than One Million Dollars
88 (\$1,000,000) combined single limit per occurrence (claim made).

89 C. Comprehensive Automobile Liability Insurance (Bodily Injury and Property Damage)
90 on owned, hired, leased and non owned vehicles used in conjunction with
91 Contractor's business of not less than Three Hundred Thousand (\$300,000)
92 combined single limit per occurrence (claim made).

93 13. Proof of Insurance. Simultaneous with the execution of this Agreement, proof of the
94 aforementioned insurance shall be furnished by the Contractor to the County by

95 certificates of insurance. Such certificates shall specify that County must be given written
96 notice 30 days prior to the cancellation or modification of any such insurance.

97 14. Insurance in Force and Effect During Contract Period. The insurance specified above
98 shall be in a form and placed with an insurance company or companies satisfactory to
99 County, and shall be kept in force and effect until completion to the satisfaction and
100 acceptance by County of all work to be performed by the Contractor under this
101 Agreement.

102 15. Confidentiality. Confidential information is defined as all information disclosed to
103 Contractor which relates to the County's past, present, and future activities, as well as
104 activities under this Contract. Contractor will hold all such information in trust and
105 confidence. Upon cancellation or expiration of this Agreement, Contractor will return to
106 County all written and descriptive matter which contains any such confidential
107 information.

108 16. Independent Contractor. Contractor shall perform this contract as an independent
109 contractor for all purposes. Contractor is not, and shall not be deemed, a County
110 employee for any purpose, including worker's compensation. Contractor shall, at
111 Contractor's own risk and expense, determine the method and manner by which the
112 duties imposed on Contractor by this contract shall be performed; provided that County
113 may monitor the work performed by Contractor; and provided further that Contractor shall
114 observe and comply with all laws and rules applicable to County in performing the work.
115 Contractor, not County, shall be responsible for Contractor's negligence and that of
116 Contractor's agents and employees in performing the work. Contractor shall be entitled
117 to none of the benefits accorded to a County employee. County shall not deduct or
118 withhold any amounts whatsoever from the compensation paid to Contractor, including
119 but not limited to amounts required to be withheld for state and federal taxes. Contractor
120 alone shall be responsible for all such payments.

121 17. Termination. The County or Contractor may terminate this agreement with 60 days
122 written notices.

123 18. Notices. All notices provided for by this Agreement shall be in writing and may be
124 delivered by deposit in the First Class United States mail, by certified, or by registered
125 mail, postage prepaid. All notices appertaining to the provisions of this Agreement, shall
126 be addressed to Contractor's office, located at 2630 Sunset Blvd, Suite 100, Rocklin,
127 California 95677. Notices to the County shall be addressed Mono County Finance

128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149

Director. PO Box 556. Bridgeport, CA 93517. Effective date of all notices shall permit a minimum of five (5) days for transit in the mails.

COUNTY OF MONO, a political subdivision of the State of California

By _____

Dated: _____

CONTRACTOR: Megabyte Systems, Inc

By _____

Nicholas M. Betts, President
"CONTRACTOR"

Dated: _____

EXHIBIT A

SCOPE OF SERVICE

MPTS maintenance support services

Contractor will provide the following maintenance support services:

- Hot line phone support for County's Assessor, Tax Collector and Auditor user staff, as required, concerning the operation of the property tax system – MPTS.
- Diagnosis of application problems and suggested solutions.
- Application software corrections as needed by system failure to meet system requirements. This does NOT include any fixes for problems arising through alteration of the database by means other than Megabyte personnel.
- New State mandated change to the application of property and tax assessment statutes.
- Enhancements/Upgrades to the application software at the discretion of Megabyte Systems.
- Installation/Setup of application stored procedures/triggers/database-scheduled tasks when necessary.
- MPTS application training classes:
 - Web training classes
 - Training materials will be posted on the Megabyte website
 - Some sessions may be offered in house for detailed hands-on training at no cost for the session (County will be responsible for travel expenses)
- Roll turnover & roll over support to accommodate County off-hour support if desired:
 - Megabyte will optionally offer (based on County needs) roll turnover/rollover of scheduled jobs leaving reports out at the County (balancing/review is the responsibility of County).
 - Megabyte will review for consistency and set up – completion of jobs i.e. ascertain correctness of control records, job setup, scheduling, conflicts.
 - Backup: 2nd copy of 601 rolls and tax rolls for 12-year history retention to be held by Megabyte if requested by the County. Primary backup of the 601 roll and related system backups are County responsibilities.
 - Assistance with balancing property and tax assessment programs.
 - Assistance with producing fixes (i.e. mass roll changes) to correct erroneous assessment or tax roll results, whether due to County or Megabyte actions. However, County is responsible for meeting statutory requirements and proper updating of the Megabyte Systems with all current data, such as tax rates. Assistance to fix problems caused by County failure to update base assessment data will be a billable item to the County.

County will provide, at it's own expense, access to Megabyte via Megabyte network or via the Internet as long as it is at acceptable speeds (County minimum of T1 or business DSL speed).

County must grant Megabyte full administrator rights (SA).

SQL server database support services

Contractor will provide the following SQL sever database services:

- Necessary tuning/routine maintenance/notification of service pack upgrades needed. (These must be ran by County personnel on the physical machine).
- General SQL maintenance.
- Monitoring of SQL logs for errors and corrective action.
- Daily batch job monitoring and fixes/notification of failures.
- Scheduling of overnight jobs.
- Installation upgrades to SQL versions when Megabyte upgrades the application software to a new version (Note: this does not include any cost associated with the purchase of SQL Server System Software – this cost is the responsibility of the County. Megabyte will install it and do any necessary property system upgrades). Megabyte determines the need to upgrade to a newer version of SQL.
- Rebuild database(s) if necessary due solely to SQL Server generated problems. (Exclusion: If the cause is failure by the user to detect operating system errors & take corrective action or notify Megabyte, then this activity will be billable to the County).
- SQL Support services are for the primary and inquiry (aka backup server) servers only.

County shall perform the following tasks:

- Ensuring the SQL Executive and SQL Server are running and restart if necessary.
- NT Server printer setup and documentation.
- Monitor disk space on NT Server.
- MPTS system backups.
- Network problems.
- Software/Hardware conflict issues.
- Install SQL Server service packs when notified to do so by Megabyte.
- Install MPTS service packs when notified to do so by Megabyte.

If on-site support is required travel time and expenses will be billable to County at the standard rate for Contractor.

Online Business Property Filing Maintenance/Support (Assessor Function)

Contractor shall provide the following MPTS Online Business Property Filing Maintenance & Support to this application as follows:

- Ability for business taxpayers to file their 571L, 571A and 571F personal property forms via the Internet.

Features Include:

- Previous year costs and net change
- View/Print of completed form(s)
- Extraction of data for web access
- Audit reports
- Import/merge of filed data to the personal property system
- Images/PDF retained of the filed statements with access via the personal property subsystem

EXHIBIT B

PAYMENT FOR SERVICES RENDERED

The monthly support cost for services described in Exhibit A – Scope of Service shall be as follows:

Term	Description	Amount
7/1/2021 – 6/30/2022	MPTS Property Tax System Maintenance/Support	\$10,081.39 per month
7/1/2021 – 6/30/2022	Assessor Function Online Business Property Filing Maintenance/Support	\$3,260.03 Annual charge

COMPENSATION FOR EXTRA SERVICES

COUNTY shall compensate CONTRACTOR for requested Extra Services and reimburse CONTRACTOR for expenses incurred in connection with the provision of such Extra Services as follows:

1. Emergency off-site support outside of the hours 8 AM to 5 PM or on weekends or holidays, with a four-hour minimum:
\$150.00 per hour
2. On-site support, with a four-hour minimum, including time in transit.
\$150.00 per hour
3. Travel expenses: At actual cost in accordance with County's current travel expense policy.

**ADDENDUM TO AGREEMENT FOR
MEGABYTE PROPERTY TAX SYSTEM
MAINTENANCE
DATED JULY 1, 2021**

**MEGABTYE SYSTEMS, INC
MPTS WEB SERVICES**

This MPTS Web Services Agreement is by and between the County of Mono, hereinafter referred to as the "County" and Megabyte Systems, Inc. whose mailing address is 2630 Sunset Blvd, Suite 100, Rocklin. California, 95677, hereinafter referred to as "Contractor". Federal ID #: 77-0547969.

1. This Agreement is considered to be an addendum to the existing Agreement for Property Tax System Maintenance dated July 1, 2021 in effect between County and Contractor.
2. **Grant of License.** Contractor hereby grants to County a personal, non-transferable and non-exclusive license to use the Tax Collector Public Version and the Assessor Public Version of the MPTS Web Services.

The License granted to the County is expressly limited to the executable form of the Software only. The program code and programming language in which Contractor writes the Software (the "Source Code"), as well as any relevant documentation, including the Source Code, and instructions to maintain, duplicate, and compile to Source Code (the "Source Materials"), remain the exclusive property of Contractor.

3. Upon termination of this agreement for any reason title to, ownership of, and all applicable patents, copyrights and trade secrets in the MPTS Web software, shall remain with the contractor as owner/holder of such patents, copyrights, and trade secrets, who shall retain complete rights to market such product, and no such rights shall pass to County.
4. **Term.** The license granted shall commence upon the date of installation of the software and shall remain in force for as long as the annual maintenance fee is paid to Contractor by County.
5. **Services to be provided.** Contractor shall provide the following MTPS Web Services to the County.

Public Version for Assessor and Tax Collector Departments:

- Search capabilities limited to Parcel or Assessment numbers.
 - Assessor Inquiry – Current Assessment Roll information only.
 - Tax Collector – Current Tax Roll information only.
 - Cosmetic Customizations only i.e. color schemes, County logos, etc.
 - Note: this version does not have any Security features. Name only appears, not address.
 - Web Tax Bill print (Current Year) accessed through the Public Tax Collector site (additional annual charge of \$883.85 included in price below).
 - Prior Year (previous year only) Tax bill Online accessed through the Public Tax Collector site (additional annual charge of \$294.59 included in price below).
 - Historical Expansion (additional Year) accessed through the Public Tax Collector site (additional annual charge of \$851.46 included in price below).
6. **Price.** The annual charge for the MPTS Web Services described above is \$7,506.24. If on-site support is required travel time and expenses will be billable to County at the Contractor rate provided in the Agreement.

7. County must provide communication access to Contractor via the Web at acceptable speeds (County minimum of 128K).
8. **Termination.** County or Contractor may terminate this Addendum with 60 days written notice. This Agreement may be terminated without affecting the basic Property Tax Support Agreement.

County of Mono

Contractor: Megabyte Systems, Inc

Nicholas M. Betts, President

Dated: _____

Dated: _____



Mono County:

In response to the financial burden caused by the COVID pandemic and other natural disasters, Megabyte will not be increasing support rates for FY-2021/22.

FY-2021/2022 Rates	
MPTS Property Tax System Maintenance	\$10,081.39 per month
Assessor Function - Online Business Property Filing Maintenance/Support	\$3,260.03 annual charge
Public Web – Assessor / Tax Collector Modules	\$5,476.34 annual charge
Tax Collector – Web Bill Print	\$ 883.85 annual charge
Tax Collector – Prior Year (previous year only) Tax bill Online	\$ 294.59 annual charge
Tax Collector – Historical Expansion Bill Print	\$ 851.46 annual charge



OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: Information Technology; Public Works; County Counsel

TIME REQUIRED

SUBJECT Call for Bids - Chalfant Cell Site

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

Request for bids to conditionally license a portion of the now-closed Chalfant landfill for potential use as a site to construct a cellular tower and related infrastructure for the purpose of providing cellular service to the Chalfant Valley. Conditions to the ultimate use of the site for cellular infrastructure by the successful bidder include the obtaining of applicable planning approvals, amendment to the joint technical document for the site, and any associated CEQA review.

RECOMMENDED ACTION:

Approve bid package with or without modifications, direct staff to post and publish call for bids, and provide any other desired direction to staff.

FISCAL IMPACT:

Unknown income from license fees depending on the highest bid received, if all license contingencies satisfied. Cost to the County of approximately \$5,000 to revise the Joint Technical Document for the Chalfant Landfill which is reimbursable by licensee.

CONTACT NAME: Nate Greenberg

PHONE/EMAIL: (760) 924-1819 / ngreenberg@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Staff Report
<input type="checkbox"/> Bid Manual
<input type="checkbox"/> Sample License Agreement

History

Time	Who	Approval
6/9/2021 3:35 PM	County Counsel	Yes
6/9/2021 12:57 PM	Finance	Yes
6/10/2021 10:36 AM	County Administrative Office	Yes

County Counsel
Stacey Simon

Assistant County Counsels
Anne L. Frievalt
Christian E. Milovich

Deputies
Emily R. Fox

**OFFICE OF THE
COUNTY COUNSEL**

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

Telephone
760-924-1700

Facsimile
760-924-1701

Paralegal
Kevin Moss

To: Board of Supervisors

From: Nate Greenberg and Stacey Simon

Date: June 15, 2021

Re: Chalfant Landfill Telecommunications Site License

Recommendation

Approve bid package for license of an area of land at the Chalfant Landfill for telecommunications use, with or without modifications, direct staff to post and publish call for bids, and provide any other desired direction to staff.

Fiscal Impact

Unknown income from license fees in amount of highest bid received, if all license contingencies satisfied. Cost to the County of approximately \$5,000 to revise the Joint Technical Document for the Chalfant Landfill which is reimbursable by licensee.

Discussion

For many years the County has attempted to encourage and/or facilitate the provision of cellular phone service in the Chalfant Valley and surrounding areas. These attempts have involved a number of different proposals, efforts, and actions on behalf of the County and others, none of which has yet resulted in service becoming available.

One of the several identified barriers to service is the lack of a dedicated and available site. To address this barrier, the concept of licensing a portion of the closed Chalfant Landfill (adjacent to the operating transfer station) for the installation of a telecommunications facility has been suggested.

Prior to licensing County property for such purposes (and assuming a license that has a term in excess of ten years or that is renewable), the following steps must be completed:

- The County must post (for 15 days) and publish (two times) a call for bids in a newspaper of general circulation within the county and award the license to the highest bidder submitting a bid in response, or reject all bids.

- The person or entity proposing the use must apply for, and be granted, discretionary land use approvals for the facility. The types of approvals required would depend on the specifics proposed by the provider. At a minimum a conditional use permit would be required.
- The County must comply with its obligations under the California Environmental Quality Act (CEQA) prior to approving any specific proposal and/or issuing permits.
- The County must amend the Joint Technical Document (JTD) for the closed Chalfant Landfill to allow the use.

In furtherance of the above, staff has drafted a bid package (including a proposed ***License and Agreement*** for the site-- which would take effect only upon the granting of all required land use approvals, CEQA compliance, and amendment of the JTD for the landfill), and is requesting Board input on the package, and approval to issue a call for bids.

Among other things, the bid package provides for a 10-year initial license, renewable for four additional 5-year terms at the discretion of the licensee. It also requires that certain deadlines be met by the successful bidder with respect to its submittal of application(s) for land use approvals (90 days from entry into the ***License and Agreement***) and for the provision of cellular service (one year from satisfaction of all license contingencies). In addition, there are performance standards that would be applicable to the ultimate cellular service provider (which may be a sub-licensee on the site).

If the ***License and Agreement*** is awarded to a successful bidder, and that successful bidder is granted all required land use approvals (following compliance by the County with CEQA), then the County would be obligated under the ***License and Agreement*** to amend its JTD for the landfill to allow the use. As noted above, the cost of this amendment is anticipated to be approximately \$5,000. The proposed ***License and Agreement*** contains a provision requiring reimbursement of these costs by the licensee.

Finally, it is important that the Board and the public be aware that this call for bids may not result in an offer to license the property. In the event that no offers (or no reasonable offers) are received, then there are other procedures for the license of County property which could be pursued. In general, those procedures are more complex, costly, and time-consuming and so it is hoped that the current path does yield results.

Included with this staff report is a draft of the proposed bid package for your review. If you have any questions regarding this item prior to your meeting, please call me at 924-1704 or call Nate Greenberg at 760-924-1819.

Encl.

Bid Manual
Sample License Agreement

BID MANUAL
FOR
CHALFANT TRANSFER STATION
TELECOMMUNICATIONS SITE
LICENSE AGREEMENT
MONO COUNTY, CALIFORNIA



Invitation for Bids
Instructions to Bidders
Proposal Forms
Location Map
Proposed License Agreement

AWARDING AGENCY:

COUNTY OF MONO

Department of Information Technology
Post Office Box 7657
Mammoth Lakes, California 93546
760.924.1819

BID SUBMITTAL DEADLINE:

4:30 PM, July 16, 2021

<https://bids.monocounty.ca.gov>

This page intentionally left blank

COUNTY OF MONO, DEPARTMENT OF INFORMATION TECHNOLOGY

TABLE OF CONTENTS

*CHALFANT TRANSFER STATION
TELECOMMUNICATIONS SITE LICENSE AGREEMENT*

1. Invitation For Bids.....IB-2
2. Instructions To Bidders..... INSTR-1 – INSTR-4
3. Proposal Forms P-1 – P-8
4. Proposed Telecommunications Site License Agreement..... LA-1 – LA-17
5. Location Map..... M-1

INVITATION FOR BIDS

CHALFANT TRANSFER STATION TELECOMMUNICATIONS SITE LICENSE AGREEMENT

Notice is hereby given that the Mono County Department of Information Technology calls for bids from interested personal wireless service providers and cellular service infrastructure providers to conditionally* license a portion of the Mono County Chalfant Transfer Station, for the purpose of installing telecommunications infrastructure and, thereafter, providing cellular service (whether directly or by subcontract or sub-license) to the Chalfant Valley and adjacent areas of Mono County (the "License"). The License would be for an initial term of ten years, with up to four additional automatic five-year renewals at the discretion of the Licensee and the County. The successful bidder (or its sub-contractor) would be required to meet specified performance standards for the provision of cellular service.

*The License is conditioned upon subsequent application for and receipt by the successful bidder of a conditional use permit and other applicable planning permits/approvals (the nature of which depend on the specifics of the proposal) for the use. That process includes compliance with the California Environmental Quality Act. In addition, the License would be conditioned upon amendment, by Mono County, of the joint technical documents for the Chalfant Transfer Station. Such amendment is subject to review and approval by CalRecycle.

The Bid Manual (Invitation For Bids, Instructions To Bidders, Site Map, Proposal Forms, and Proposed License Agreement) provides additional details regarding the County's minimum requirements. The Bid Manual may accessed online at <https://bids.monocounty.ca.gov>.

Each bid shall be made on the proposal forms contained in the Bid Manual and submitted online at <https://bids.monocounty.ca.gov>. To be considered, bids must be **received** by the County no later than 4:30 PM, July 16th, 2021.



Nate Greenberg,
Director, Information Technology

INSTRUCTIONS TO BIDDERS

CHALFANT TRANSFER STATION TELECOMMUNICATIONS SITE LICENSE AGREEMENT

1. SECURING BID DOCUMENTS

The Bid Manual (Invitation for Bids, Instructions to Bidders, Site Map, Proposal Forms, and Proposed License Agreement), all of which comprise the Bid Documents, contain the County's requirements for the License Agreement. The Bid Manual is available from the County's Bid Website at <https://bids.monocounty.ca.gov>.

2. THE PROJECT

The County requests proposals from interested and qualified bidders seeking to enter into a Telecommunications Site License Agreement for the purpose of installing telecommunications infrastructure upon the County's Chalfant Transfer Station, a formerly operating landfill site ("Property"), and, thereafter, providing from the site (whether directly or through sub-license) cellular service to the Chalfant Valley and adjacent areas of Mono County (the "License"). The proposed licensed premises must be located within area designated as Proposed Lease Location, as shown on **Exhibit A** to these Instructions to Bidders. The License would be for an initial term of ten years, from the date all contingencies (see paragraph 3 of these instructions) are satisfied, with up to four additional automatic five-year renewals at the discretion of the Licensee and the County.

3. PLANNING AND SOLID WASTE APPROVALS: CONTINGENCIES

The County, in executing the License, would act only in its proprietary capacity as the owner of the Property and licensed area, and not in any regulatory fashion. The License would be contingent upon the successful bidder obtaining a conditional use permit and any applicable permits, licenses or other governmental approvals required for the construction or operation needed for the use described herein, and compliance with any associated environmental review and or permit requirements. Such regulatory land use approval(s) are discretionary with the County.

The License would also be contingent upon amendment, by Mono County, and approval by CalRecycle, of the joint technical documents (the "JTD") governing the Chalfant Transfer Station to allow for the proposed use. The Agreement would commit County to processing such an amendment if all necessary land use approvals are granted.

4. INTERPRETATION OF BID DOCUMENTS

No representative of the County or its agent, or anyone else, is authorized to give oral instructions, interpretations, or explanations of the Bid Manual, and a submission of a bid constitutes agreement by the bidder that it has placed no reliance on any such oral explanation or interpretation. However, the County or its agent may, upon inquiry by a bidder, direct the bidder's attention to the specific provisions of the Bid Documents that cover the subject of the inquiry.

5. PROPOSALS

- A. For bids to receive consideration, they shall be made in accordance with the Invitation for Bids, the Proposal Forms, and these Instructions to Bidders. All bids shall be submitted on the Proposal Forms contained in the Bid Manual with all items completely filled out and shall be

accompanied by the Bidder's Qualifications Statement. Signatures of all persons signing shall be in longhand and then scanned into a submittable digital format or collected via a verifiable digital signature platform.

- B. No oral, telegraphic, or telephonic proposals or modifications will be considered. Unauthorized conditions, limitations, or provisions attached to a bid will render it informal and may cause its rejection.
- C. Each bid is to be in accordance with the Proposed License Agreement. Before submitting a bid, bidders shall carefully read the Proposed License Agreement and inform themselves fully as to all existing conditions and limitations. As such, it is highly recommended that any potential bidder make a visit to the site before submitting a bid. The submission of a bid shall be conclusive evidence that the bidder has reviewed and is satisfied as to the conditions to be encountered, as to the character and quality of the License Agreement and as to the requirements of the Bid Manual. The submission of a bid shall also be conclusive evidence that the person signing the Proposal Form is authorized to bind or obligate the bidder to the License Agreement.
- D. In submitting a bid in response to this Invitation to Bid, Bidder shall certify that it takes no exceptions to the Bid Documents, including, but not limited to, the Proposed License Agreement. If any exceptions are taken, such exceptions must be clearly noted in the bid and may constitute a reason for rejection of the bid. As such, it is highly recommended that any potential bidder carefully review the Bid Documents and Proposed License Agreement and make a visit to the site before submitting a bid. Bidder's attention is directed to the insurance and bond provisions provided in the Proposed License Agreement. It is highly recommended that the bidders confer with their respective insurance carriers or brokers to determine the availability of surety bonds, insurance certificates, and endorsements as prescribed and provided herein in advance of bid submission.
- E. Each bidder shall inform itself of, and the successful bidder, shall comply with, all federal, state, and local laws, statutes and ordinances relative to the License Agreement.
- F. To be considered, bids must be **received** no later than 4:30 PM on July 16, 2021. Bids must be submitted onto the Mono County Bids Website at <https://bids.monocounty.ca.gov>.

6. MODIFICATION OF BID

A bidder may modify its bid by written communication provided such communication is received by the Director up to, but not later than, the bid-submission deadline described above. The written communication shall not reveal the bid price but shall state the amount of addition or subtraction or other modification so that the final prices or terms will not be known by the County until the sealed bid is opened. Communications must be sent via email to ngreenberg@mono.ca.gov.

7. WITHDRAWAL OF BID

Bids may be withdrawn by the bidder without prejudice up to, but not later than, the time fixed for the bid submission deadline. Such withdrawal must be made by email request to ngreenberg@mono.ca.gov. Such request shall be signed by an authorized representative of the bidder. Bids so withdrawn will be unopened and not be reviewed by the County. Bids withdrawn following bid opening shall be permitted only in the discretion of the Director.

8. BID EVALUATION

- A. Personnel from the Information Technology Department will evaluate the bids in conjunction with other applicable County staff, identify the highest responsive bid by a responsible bidder, and
-

distribute to all bidders a Notice of Intent to Award the License Agreement to that identified bidder.

- B. Bid evaluation will consist of reviewing submitted bids for responsiveness, ranking the responsive bid amounts from lowest to highest, and investigating whether the apparent high bidder appears to be a “responsible bidder.” Said investigation may include a request for bidder references and/or insurance certificates and bonds, a request for documents demonstrating the bidder’s solvency and available resources, and consideration of the bidder’s performance on any prior contracts with the County. The County reserves the right to waive any informality or irregularity in any bid.

9. BID PROTEST PROCEDURE

- A. A bid protest period shall commence immediately upon distribution of the Notice of Intent to Award the License Agreement, during which time any interested person or entity may file a protest in accordance with the directions below with respect to that apparent high bid, or to any other bid submitted, and/or with respect to the qualifications or responsibility of the apparent high bidder, or of any other bidder.
- B. Bidders who wish to lodge a protest as to the award of the contract must do so before 4:30 p.m. of the 5th business day following the notice of intent to award the License. Bid protests must be received by the Mono County Director of Information Technology before the bid protest deadline. Delivery must be sent via email to ngreenberg@mono.ca.gov. Failure to timely file a written protest shall constitute a waiver of the right to protest. Untimely protests will not be accepted or considered.
- C. Bid protests must be submitted in writing to the Director of Information Technology and include the following: 1) the name of the person or entity making the protest, 2) the name of the bid project, 3) a complete statement of all legal and factual grounds for the protest, 4) any documentation supporting the protestor’s grounds for the protest, and 5) the form of relief requested and the legal basis for such relief.
- D. If a valid protest is timely filed, the Information Technology Department shall investigate the bid protest. The protested bidder shall have three (3) business days to respond and to provide any information requested by the Department. The Department shall respond to the protesting party, stating its findings.
- E. The protest procedure described herein must be pursued and exhausted before any person or entity may commence litigation against the County of Mono, or any of its officers, agents, or employees related to or arising out of the award of a contract for the construction of the project to a bidder whose winning bid could have been the subject of a protest as outlined above.

10. AWARD OR REJECTION OF BIDS

- A. After expiration of the bid protest deadline, the County may, in its discretion: Award a License Agreement notwithstanding the filing of a bid protest; refrain from awarding a License Agreement pending resolution of any or all bid protests; or otherwise proceed as it deems appropriate, including without limit rejecting all bids received. If it chooses to award one, the County shall award the License Agreement to the bidder found responsible by the County which has submitted the highest responsive bid. Bidders are advised that should this Invitation for Bids result in the award of a License Agreement, the License Agreement will not be in force until it is approved and fully executed by the County and the bidder. Further, the License granted by the Agreement shall not be in effect unless and until all applicable conditions precedent have been met.
-

- B. Payment by the successful bidder under any License resulting from this Invitation for Bids will be consistent with the License Agreement, a sample of which has been provided with this Invitation for Bids. Any License Agreement awarded as a result of this Invitation for Bids will be awarded without discrimination based on race, color, religion, age, sex, sexual orientation, national origin, gender, disability, medical condition, marital status, or ancestry.

11. EXECUTION OF LICENSE AGREEMENT

- A. Accompanying the County's Notice of Award will be the License Agreement, which the successful bidder will be required to execute and return, together with the required certificates of insurance, to the County within seven calendar days following receipt of such License Agreement and Notice of Award. The License granted by the Agreement will be contingent upon compliance with the California Environmental Quality Act (CEQA), approval by County of all necessary land use permits/approvals for the proposed use of the Property, compliance with all permit conditions, and upon County's amendment of the JTD for the Chalfant Transfer Station to authorize the proposed use. Failure to return the signed License Agreement shall be just cause for annulment of the award. Signature by the authorized representative of both parties constitutes execution of the License Agreement.
- B. In the event of failure of the highest responsible bidder to sign and return the License Agreement with acceptable insurance certificates as prescribed herein, the County may award the License Agreement to the next highest responsible bidder, and so forth, until a fully-executed Agreement and insurance certificates are received by the County.

12. BONDS OR OTHER RECLAMATION SECURITY

The successful bidder, as Licensee will, upon satisfaction of all conditions precedent to the effectiveness of the License and prior to installation of the facilities, be required to provide the County with a performance bond, letter of credit, or other financial assurances acceptable to County, in an amount determined by engineer's estimate (or \$10,000 whichever is greater) to guarantee removal of all telecommunications structures and/or facilities from the site and site reclamation in accordance with the License Agreement and any land use permit conditions or conditions of approval.

13. BIDDERS INTERESTED IN MORE THAN ONE BID

No person, firm, or corporation shall be allowed to make or file or be interested in more than one bid for the same project unless alternative bids are called for. A person, firm, or corporation who has submitted a sub-proposal to a bidder or who has quoted prices on materials to a bidder, is not hereby disqualified from submitting a sub-proposal or quoting prices to other bidders.

14. COORDINATION WITH COUNTY TRANSFER STATION OPERATIONS

Bidders are required to inform themselves fully of the conditions relating to construction of structures within a closed landfill (see Title 27 CCR §21190), and operations at the site. The bidder must employ, as far as possible, such methods and means in the carrying out of the project as will not cause any interruptions or interference with the operations of the facility at which the work is being performed.

15. CONFLICTS OF INTEREST. Bidders shall comply with all regulations and laws dealing with conflict of interest disclosure and reporting. Bidders shall not be engaged if a conflict of interest exists.
-

16. FINANCIAL HEALTH AND REPUTATION. The County reserves the right to consider the financial responsibility and general complexity of each Bidder, as well as its reputation within the industry to determine if the Bidder has the apparent ability to meet and complete successfully the requirements of the work. Upon request, the Bidder shall provide a financial statement, audited if necessary, in addition to any other information requested by the County.

17. CONFIDENTIALITY OF PROPOSAL.

(a) Proposals submitted in response to this RFP shall be held confidential by County and shall not be subject to disclosure under the California Public Records Act (Cal. Government Code section 6250 et seq.) until after either County and the successful Bidder have completed negotiations and entered into an Agreement or County has rejected all proposals. All correspondence with the County including responses to this RFP will become the exclusive property of the County and will become public records under the California Public Records Act. The County will have no liability to the Bidder or other party as a result of any public disclosure of any proposal or the Agreement.

(b) If a Bidder desires to exclude a portion of its proposal from disclosure under the California Public Records Act, the Bidder must mark it as such and state the specific provision in the California Public Records Act which provides the exemption as well as the factual basis for claiming the exemption. For example, if a Bidder submits trade secret information, the Bidder must plainly mark the information as "Trade Secret" and refer to the appropriate section of the California Public Records Act which provides the exemption as well as the factual basis for claiming the exemption. If a request is made for information marked "Confidential", "Trade Secret" or "Proprietary" ("Proprietary Information"), the County will provide Bidders who submitted the information with reasonable notice to seek protection from disclosure by a court of competent jurisdiction. Bidder shall have five (5) working days after receipt of such notice to give County written notice of Bidder's objection to the County's release of Proprietary Information. Bidder shall indemnify, defend and hold harmless the County, and its officers, directors, employees, and agents from and against all liability, loss, cost or expense (including attorney's fees) arising out of a legal action brought to compel the release of Proprietary Information.

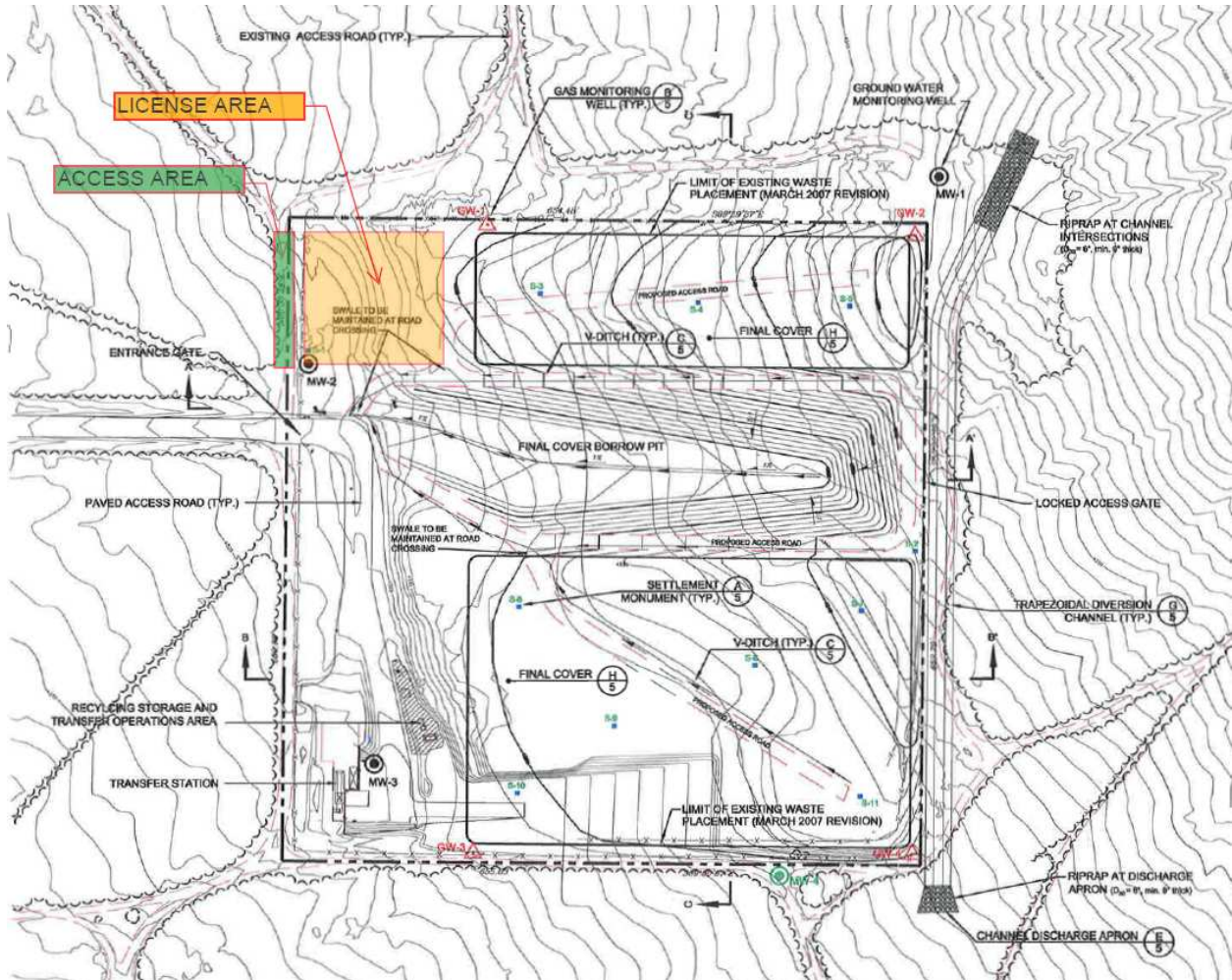
(c) Bids which indiscriminately identify all or most of the bid as exempt from disclosure without justification may be deemed unresponsive and disqualified from further participation in this Invitation to Bid.

18. PUBLIC WORKS PREVAILING WAGE AND CONTRACTOR REGISTRATION. Certain labor categories under this project may be subject to prevailing wages as identified in the State of California Labor Code commencing at sections 1720 et seq. and 1770 et seq. If applicable, employees working in these categories at the site must be paid not less than the basic hourly rates of pay and fringe benefits established by the California Department of Industrial Relations. Copies of the State of California wage schedules are available for review at www.dir.ca.gov/dlsr/. In addition, a copy of the prevailing rate of per diem wages will be made available at the County's Public Works Department upon request. The successful bidder shall post a copy of the prevailing wage rates at each job site. It shall be mandatory upon the bidder to whom the Agreement is awarded, and upon any subcontractors, to comply with all Labor Code provisions, which include but are not limited to the payment of not less than the said specified prevailing wage rates to all workers employed by them in the execution of the Agreement, employment of apprentices, hours of labor and debarment of contractors and subcontractors. Pursuant to Labor Code sections 1725.5 and 1771.1, all contractors and subcontractors that wish to bid on, be listed in a bid proposal, or enter into a contract to perform public work must be registered with the Department of Industrial Relations. No proposal will be accepted nor any contract entered into without proof of the bidder's and subcontractors' current registration with the Department of Industrial Relations to perform public work. If awarded a contract, the bidder and its subcontractors, of any tier, shall maintain active registration with the Department of Industrial Relations for the duration of the project.

19. COSTS FOR PREPARING. The County will not compensate any bidder for the cost of preparing any bid, and all materials submitted with a bid shall become the property of the County. The County will retain all bids submitted and may use any idea in a bid regardless of whether that bid is selected.

20. OFFER VALIDITY. Offers provided by bidders in response to this Invitation to Bid are valid for 90 days from the bid due date. The County intends to award the contract within this time but may request an extension from the bidders to hold offer pricing, until negotiations are complete and the contract is awarded.

Exhibit A to Instructions to Bidders Proposed Licensed Area



PROPOSAL

*CHALFANT TRANSFER STATION
TELECOMMUNICATIONS SITE LICENSE AGREEMENT*

Proposal of _____ (hereinafter, "Bidder"), organized and existing under the laws of the State of California, doing business as _____ (e.g., "a partnership;" "a corporation;" "an individual"), as applicable, to the County of Mono, (hereinafter, "the County"). This bid proposal consists of the attached pages P-1 through P-8.

In compliance with your Invitation for Bids and Instructions to Bidders, Bidder hereby proposes to enter into the Chalfant Transfer Station Telecommunications Site License Agreement in strict accordance with the Invitation For Bids, Instructions to Bidders, Location Map, Proposed License Agreement, any applicable addenda, and other Contract Documents, within the time periods set forth therein, at prices stated on the attached License Fee Schedule.

By submission of this Bid Proposal, Bidder certifies (and in the case of a joint bid, each party thereto certifies as to its own organization) that this bid has been arrived at independently without consultation, communication, or agreement as to any matter relating to this bid with any other bidder or with any competitor.

Bidder hereby agrees to submit an application for a Conditional Use Permit (CUP) and application(s) for other applicable planning permits/approvals through the County's Community Development Department on or before ninety (90) calendar days following the award of the Agreement and License by the County, and to commence installation of the cellular facility on the site on or before one year following satisfaction of all contingencies to the effectiveness of the License (i.e., CEQA compliance, receipt of discretionary land use approvals, and amendment, by County, of Joint Technical Documents for the site), unless these deadlines are extended by the Director of Information Technology.

Bidder's Company Name: _____

Company Address: _____

Office Telephone No.: _____ Fax No.: _____

Email Address: _____

Mono County Business Lic. No.: _____

Name of Company Officer: _____ Title: _____

Bidder's Signature

Date

(Add seal if by a corporation)

COUNTY OF MONO, DEPARTMENT OF INFORMATION TECHNOLOGY

LICENSE FEE SCHEDULE

*CHALFANT TRANSFER STATION
TELECOMMUNICATIONS SITE LICENSE AGREEMENT*

Bidder hereby offers to License from County the property particularly described in the Proposed License Agreement provided as a part of the Bid Manual for the term set forth therein for the following amount(s):

Schedule A:

Year One	Annual escalator

COUNTY OF MONO, DEPARTMENT OF INFORMATION TECHNOLOGY

ACKNOWLEDGEMENTS

*CHALFANT TRANSFER STATION
TELECOMMUNICATIONS SITE LICENSE AGREEMENT*

RECEIPT OF ADDENDA

The County of Mono is advised that Bidder has received the following addenda for the Contract Documents, for the above-referenced License:

Addendum Number: Issuance Date: —
Subject Matter: _____

Addendum Number: Issuance Date: —
Subject Matter: _____

If you did not receive any addenda for the above-referenced project, please initial here: _____

ACKNOWLEDGEMENT OF OPTIONAL SITE VISIT(S)

The County of Mono is advised whether I have visited the project site as acknowledged by my initials below. Regardless of whether I have visited the site, I have made myself aware of the conditions that exist and have prepared the attached proposal accordingly.

Yes _____ No _____

Note: This acknowledgement constitutes a part of the proposal, and signature on the signature portion of the proposal constitutes signature on this questionnaire.

COUNTY OF MONO, DEPARTMENT OF INFORMATION TECHNOLOGY

BIDDER'S QUALIFICATION STATEMENT

CHALFANT TRANSFER STATION TELECOMMUNICATIONS SITE LICENSE AGREEMENT

This Qualifications Statement will be used by Mono County to determine if a bidder is qualified to meet the obligations set forth in the Proposed License Agreement and therefore to find if the bidder is a "responsible" bidder. The Qualifications Statement should be completed on behalf of the bidder by an officer or other individual who is knowledgeable about the Bidder's past and current operations, policies, and practices. A response must be provided to each question. If a particular question does not apply, the response should state "not applicable" or "N/A". **Qualifications statements that contain missing or incomplete answers may render the proposal non-responsive.** The County reserves the right, however, to allow the bidder to submit additional information pertaining to its qualifications after the bid-submission deadline if circumstances warrant and to waive any error or defect in a Bidder's Statement.

Answers may be expanded upon, if needed, by attaching additional pages. For the purposes of this Statement, the terms "company," "firm," "bidder," "proposer," and "contractor" are used interchangeably and have the same meaning.

The following documents or information must be included with your Qualifications Statement for this Bid Proposal (Existing certification and license information on file with the County and current may meet the requirements of this section subject to verification prior to award of any License):

Insurance: Bidder must provide proof that the firm is insured at least to the limits identified in the Proposed License Agreement.

Resumes and Organizational Chart: The bidder must include current resumes for each Principal and key individual identified in Question 2B below. The statement must also include a copy of the firm's current Organizational Chart.

Site Plan: The bidder must provide a proposed site plan/diagram of the proposed facility.

Note: This Statement constitutes a part of the proposal, and signature on the signature portion of the proposal constitutes signature on this Statement.

1. TYPE OF ORGANIZATION

- _____
- If Corporation, include year and state incorporated
- If Partnership, state whether general or limited
- If Sole Proprietorship, include name of owner
- If Joint Venture*, include name all partnering firms

(*Bidder's submitting a bid as joint venture must obtain a joint venture contractor's license before they may be awarded a contract, per Business and Professions Code §7029.1).

2. PERSONNEL:

A. Identify the current number of employees below:

Employee Type	Full-Time	Part-Time
Office		
Field		

B. Principals and Key Personnel: On the chart below, supply the required information. Principals and Key Personnel include proprietors, partners, directors or officers of the firm; any manager or individual who participates in overall policy-making or financial decisions of the firm; any person who makes significant financial contributions to the firm's operations; any person in a position to control and direct the firm's overall operations or any significant part of its operation (including site foremen and superintendents). Resumes for Principals and Key Personnel must be provided with the Proposal. Use additional sheets if necessary to identify all Principals and Key Personnel.

Description	Person 1	Person 2	Person 3
Name			
Title			
% Ownership			

(Use additional sheets if necessary to identify all Principals and Key Personnel)

3. FINANCIAL INFORMATION:

- A. Are there any liens outstanding against the bidder? Yes No
(if yes, provide a detailed explanation on an attached sheet)
- B. Has the bidder, Principals or Key Personnel been party to a bankruptcy or reorganization proceeding with the last five years? Yes No
(if yes, provide a detailed explanation on an attached sheet)

4. INTEGRITY OF BIDDER: Please provide an explanation on an attached sheet for any of the following questions with the answer “yes”.

A. During the past five years has the Bidder:

- i. Been subject of a lien or claim of \$25,000 or more by a contractor or supplier? Yes No
- ii. Failed to complete a contract? Yes No
- iii. Been defaulted on any contract? Yes No
- iv. Had a contract terminated? Yes No
- v. Had liquidated damages assessed against? Yes No
- vi. Been a plaintiff or defendant in any lawsuits arising out of public or private contracts? Yes No

B. During the past five years has the Bidder, Principals or Key Personnel:

- i. Been the subject of an investigation involving any alleged violation of criminal law, civil antitrust law or other federal, state, or local civil law? Yes No
- ii. Been convicted after trial or by plea of any felony under state or federal law? Yes No
- iii. Entered a plea of nolo contendere to a charge of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property or violation of an antitrust law? Yes No
- iv. Been the subject of an investigation of any alleged violation of federal, state, or local regulations by any public agency? Yes No
- v. Been found to have committed a violation of any labor law or regulation including prevailing wage rates and fair labor practices? Yes No
- vi. Been a plaintiff or defendant in any lawsuits arising out of public or private contracts? Yes No

5. BIDDING CAPABILITY AND PREVIOUS EXPERIENCE:

- A. Provide a detailed narrative of the Licensee’s experience and involvements in establishing telecommunications facilities, including the development of such sites and the ultimate provision of communications services (whether by bidder or by a third party) from the site. Additional information can be provided on an attached sheet.

Mark if continued on attached sheet

**COMMUNICATIONS SITE LICENSE AGREEMENT
BETWEEN
THE COUNTY OF MONO AND [PLACEHOLDER]**

This Communications Site License Agreement (“**License**”) is made as of [PLACEHOLDER] (“**Effective Date**”), by and between the County of Mono, a political subdivision of the State of California (the “**County**”), and [PLACEHOLDER], a [PLACEHOLDER] (“**Licensee**”). Hereinafter, the County and Licensee may be referred to individually as a “**Party**” or collectively as the “**Parties**.”

RECITALS

A. The County is the record owner of a piece of real property, commonly known as the Chalfant Transfer Station, located at 500 Locust Street, Chalfant, Mono County, State of California, Assessor's Parcel No. 26-200-44, legally described in Exhibit A, attached hereto and incorporated herein by this reference (" the **Property**").

B. The County is willing to grant to Licensee a conditional ten-year license, renewable at Licensee’s option, for up to four additional five-year terms, for use of a portion of the Property and for access thereto, as more clearly and particularly described and depicted on Exhibit B, attached hereto and incorporated herein by this reference, (“the **Premises**”), on the terms and conditions set forth in this License and contingent up receipt of all necessary planning/land use approvals (the “**Planning Approvals**”) and associated compliance with the California Environmental Quality Act (“**CEQA**”), and upon amendment by County of the joint technical documents (“**JTD**”) for the Chalfant Transfer Station to allow such use.

C. In accordance with the licensing procedures set forth in California Government Code section 25520 *et. seq.*, the County published and posted an Invitation to Bid for the opportunity of entering into this License and selected Licensee who had submitted the highest bid received in response thereto.

AGREEMENT

In consideration of the mutual covenants, conditions, and understanding set forth in this License, together with its Recitals, the Parties agree as follows:

1. GRANT OF LICENSE.

A. Subject to, and contingent upon completion of, the contingencies set forth in Subsection B, County hereby grants Licensee a license to enter, install equipment on, and use the Premises, as further described in Subsections C and D below and in Exhibit B, for a period of ten (10) ten years from the License Date defined in Section 2 below.

B. The grant of this License and the payment of License Fees as set forth in Section 3 is expressly contingent upon the following conditions being satisfied:

- i. Discretionary Planning Approvals. Licensee must apply for and receive all applicable Planning Approvals from the County for the proposed use of the Premises including, but not limited to, a Conditional Use Permit, and shall comply with all permit conditions and conditions of approval throughout the term of the License. Licensee must submit completed application(s) for the Planning Approvals within thirty (30) days of execution of this License, unless that deadline is extended in writing by the County’s

Director of Information Technology (the “**Director**”). Licensee understands and agrees that the grant of the Planning Approvals is within the County’s sole discretion and that such Planning Approvals may be granted in whole or in part, with conditions or modifications, or that they may be denied.

ii. Compliance with the California Environmental Quality Act. The County’s consideration and possible grant of the Planning Approvals requires compliance with CEQA. Such compliance will occur prior to consideration of the Planning Approvals by the County’s decision-making body and shall be in accordance with the County’s standard CEQA processing requirements and all applicable laws. Upon receipt of completed application(s) for the Planning Approvals, the County will process the applications, including conducting required review, and make a determination as to whether to approve, conditionally approve, or deny the proposed uses in good faith and within a reasonable period of time.

iii. Amendment of JTD for Chalfant Transfer Station. Upon Licensee’s receipt of the Planning Approvals (if granted), Licensee shall prepare and provide to the County all documents necessary to request an amendment to JTD for the Chalfant Transfer Station, which include the Property and the Premises, to include and allow for Licensee’s then-permitted use. The County shall review, make any necessary modifications, and submit that amendment and supporting documentation to the California Department of Resources Recycling and Recovery (“**CalRecycle**”) for approval. The amendment shall be considered complete when approved by CalRecycle. Licensee shall pay all costs incurred by the County, including but not limited to costs for staff and consultant time related to review and preparation of amendments and supporting documentation as well as overhead associated with the requested amendment and supporting documentation within thirty (30) working days of receipt of an invoice from the County for such costs.

C. Within ninety (90) calendar days of satisfying the above contingencies and the issuance of written confirmation thereof by the County, Licensee shall commence to install and construct the wireless communications facilities, including all necessary electrical equipment and other related improvements as detailed in the Planning Approvals and as more particularly described and depicted on the site plan attached hereto as Exhibit C and incorporated by this reference (collectively, the “**Communications Facilities**”) on the Premises. Upon the completion of the Planning Approvals, Licensee shall be permitted to attach the County-approved site plan as Exhibit C and any related memorandum for recording, which shall update and replace the existing description and depiction (“**Site Plan**”). The County shall have the right to terminate this License if Licensee fails to meet the above contingencies by the stated deadlines or commence to erect the Communication Facilities within the above-referenced 90-day period. All structures shall comply with the regulations found in Title 27 C.C.R. Section 21190, relating to the construction of structures on closed landfill sites. Licensee may also construct buildings or cabinets on the Premises to house equipment, with standard and emergency electrical provisions in and to the buildings or cabinets, and may run columns, supports and foundations from the air space to, on, and into the land below, for the support of the building(s) that Licensee or its sublicensee erects for its use and as authorized herein and as more particularly described in and subject to the Planning Approvals. The Premises must be fenced for security at Licensee’s expense. The fence type shall be as set forth in the Planning Approvals. Said installation and use shall be effected with all reasonable diligence and precaution to avoid damage to the Property and the Premises and to the structures, equipment, and facilities thereon.

E. Licensee understands and agrees that as of the Effective Date there is no source of electrical power at the site. Licensee shall be solely and fully responsible for arranging (including but not

limited to obtaining all necessary land use approvals and permits for such installation and maintenance) and paying for such service. Any such electrical service shall be separately metered and made available to County for use in its Chalfant Transfer Station operations or other uses on the Property.

E. Commencing upon the License Date, the Premises shall include:

i. A non-exclusive right of access from Slim Princess Road to the Premises, on foot or motor vehicle, which access shall be separate from the entrance to the County's Chalfant Transfer Station, as shown on Exhibit B, for twenty-four (24) hours per day, seven days per week for the purpose of providing Licensee and/or its sublicensees and/or contractors reasonable ingress and egress, including temporary parking of vehicles and equipment, to and from the Premises to install, maintain, repair, operate, service, replace and remove the Communications Facilities and associated equipment and structures, utility wires, poles, cables, conduits, and pipes, and to provide utilities to Licensee's Communications Facilities on the Premises. Licensee shall install, use and maintain reasonable access controls to prevent unauthorized access to the Premises and Property from Licensee's separate access point in accordance with the Planning Approvals and Site Plan.

ii. A non-exclusive right to install, maintain, repair, operate, service, replace, and remove utility wires, poles, cables, conduits, and pipes, so as to provide utility service to the Communications Facilities (the "**Utility Access**"). Such utilities shall be installed and maintained in accordance with the County's land development regulations and with all planning and land use permit conditions and mitigation measures, which may include an additional or amended site plan.

iii. A non-exclusive right to install vegetation and screening around the Premises as necessary to meet the applicable landscaping and buffering requirements of the respective County's land development regulations, Planning Approvals and mitigation measures, if and when such placement should ever be required.

F. Access to Premises Prior to License Date. Notwithstanding the foregoing, and without any conditions precedent or contingency except as set forth in this Subsection F, commencing upon the Effective Date, Licensee, its agents, and contractors may, at Licensee's sole cost and expense, enter upon the Premises and conduct testing studies as Licensee deems necessary to determine the suitability of the Premises for Licensee's proposed use. These studies may include, without limitation, surveys, soil tests, environmental evaluations, radio wave propagation measurements, field strength tests, and other analyses and studies. Prior to entering the Premises in accordance with this subsection, Licensee shall provide a minimum of seven (7) calendar days' written notice to the County Solid Waste Superintendent (the "**Superintendent**") at P.O. Box 457, Bridgeport, CA 93546 and by email to jnalder@mono.ca.gov. The Superintendent shall respond to the notice in writing within five (5) calendar days of its receipt to confirm whether the entry is approved or approved subject to conditions.

G. County Warranty of Title. The County warrants that it has title to the Premises, and no other person or corporation has the right to lease the same for the term and the renewals thereof granted by this License. The County further covenants that Licensee, upon the payment of the rents herein, and the performance of all the conditions herein, shall have the peaceful and quiet possession of the Premises, without hindrance on the part of the County or any person or persons claiming by, through, or under the County, for the Term, as defined below.

H. Licensee Acceptance of Condition. Licensee accepts the Premises in “AS IS” condition and understands that the County has made no representation or guarantee to it that the Premises is suitable or desirable for any purpose, including without limitation the installation of a wireless communications tower. In this regard, Licensee acknowledges it has had an opportunity to inspect the Premises to determine its suitability for its intended use and purpose as the site for a wireless communications facility.

I. Removal of Equipment. Following any termination or expiration of this License, Licensee shall remove all of its Communication Facilities. In performing such removal, Licensee shall restore the Premises and any personal property and fixtures thereon to as good a condition as they were in prior to the installation or placement of the Communication Facilities, reasonable wear and tear excepted, provided, however, this obligation to restore shall be limited to restoration to a depth of five (5) feet below grade. If Licensee fails to remove all of its Communication Facilities within ninety (90) days after expiration or earlier termination of this License, County may remove and dispose of the Communication Facilities within the next succeeding year, and Licensee shall reimburse County for the reasonable costs actually incurred of such removal and restoration of the Premises, or County, in County’s sole unfettered discretion, may deem the Communication Facilities abandoned, whereupon the Communication Facilities shall become County’s property. Licensee shall, at Licensee’s expense, keep and maintain the Premises in commercially reasonable condition and repair during the term of this License. Licensee agrees to maintain its Communication Facilities in proper operating condition and within industry accepted safety standards. All installations and operations of the Communication Facilities by Licensee shall comply in all material respects with all applicable rules and regulations of the FCC and all applicable federal, state, city, county and local codes and regulations. County assumes no responsibility for the licensing, operation or maintenance of the Communication Facilities. Licensee has the responsibility of carrying out all of the terms of its FCC license.

J. Safety and Security of Property. Notwithstanding the foregoing or any other provision of this License, the Parties agree that the County is not an insurer and provides no guarantees or assurances of any kind regarding the safety or security of the Property or the Premises, nor is it hereby undertaking any obligation to provide security services related to Licensee’s equipment or operations. Rather, Licensee assumes the risk of loss from any alleged lack of security related to the Property, the Premises, or its improvements, equipment, and operations except for loss caused by the County’s willful misconduct.

2. TERM

This Agreement shall be deemed effective on the Effective Date and shall terminate (i) upon termination of the License granted pursuant to Paragraph 1, including any successive renewal terms, upon nonsatisfaction of any or all of the contingencies set forth in Subparagraph 1.B, within the time periods provided or as they may be extended in writing by County; (ii) upon termination for default following written notice to the defaulting Party and thirty calendar (30) days to cure; or (iii) as otherwise provided in this License. If the contingencies set forth in Subparagraph 1.B are satisfied, then the initial term of the License shall be five (5) years (“**Initial Term**”) commencing on the date that the County provides written notice to Licensee that all contingencies are satisfied (the “**License Date**”), unless otherwise terminated as provided in this License. Licensee shall have the right to renew this License for _____ successive five (5) year periods (the “**Renewal Terms**”), on the same terms and conditions as set forth herein. This License shall automatically be extended for each successive Renewal Term unless either party notifies the other party of its intention not to renew prior to the commencement of the succeeding Renewal Term, at least ninety (90) calendar days before the end of the Initial Term or Renewal Term, as applicable. The Initial Term and any Renewal Terms shall collectively be referred herein to as the “**Term**”.

3. CONSIDERATION

A. Commitment Deposit. Simultaneously with the execution of this License by Licensee, Licensee shall pay to County a commitment deposit in the amount equal to 25% of the first year's rent under this License (the "Commitment Deposit"). Upon the commencement of the term of this License, the Commitment Deposit shall be applied to the License Fee hereunder and the remainder owed for the first year shall be due and payable monthly as provided herein. Otherwise, the Commitment Deposit shall be retained by County to offset expenses it has incurred in preparing and negotiating this License.

B. License Fee. In consideration of the valuable rights provided herein, Licensee shall, commencing on the License Date pay a license fee (the "**License Fee**") in the amounts set forth in the fee scheduled set forth in Exhibit C, attached hereto and incorporated herein by this reference, to the County by the first day of each month of the Term of this License. All payments shall be by check made payable to "County of Mono" and delivered to the County's Director of Finance at the following address:

County of Mono
Department of Finance, Auditor-Controller
P.O. Box 556
Bridgeport, CA 93517

C. Late Payment. If, at any time, Licensee fails to make timely payment, interest shall accrue on the past due amount at the rate of eighteen percent (18%) per annum or the maximum allowable by law, whichever is less, until paid in full. This right is in addition to all rights of County to terminate this License. All sums payable by Licensee under this License, whether or not stated to be License fees or additional License fees, shall be collectible by County as License fees, and upon default in payment thereof County shall have the same rights and remedies as for failure to pay License fees (without prejudice to any other right or remedy available therefor).

D. Provision of Service to Mono County Residents. As further consideration for the License granted herein, Licensee shall provide directly, or by contract for the provision of, wireless communications services in a commercially-acceptable manner to residents in the Chalfant Valley and surrounding areas within one year of the License Date. This deadline may be extended in writing by the Director in his discretion, but shall be extended if Licensee has shown good faith (but unsuccessful) efforts to secure a cellular provider for the site in sufficient time to meet the deadline. Once wireless communication service is commenced, the provision of wireless data, internet telecommunications service to residents in the Chalfant Valley and surrounding areas shall be subject to the performance standards set forth in Paragraph 4.

4. IMPROVEMENTS

A. Prior to installing or allowing any facilities, equipment, structures or other improvements not described and depicted in Exhibit C to be installed in or on the Premises, including all modifications thereto, Licensee shall submit detailed engineering plans and specifications of the planned installation to County for County's written approval, which approval shall not be unreasonably withheld, delayed or conditioned. County's review of Licensee's plans shall include a review of the appearance of the Communication Facilities. The Communications Facilities to be installed must be in compliance with all federal, state, and local laws, including but not limited to local zoning requirements, and will adhere to all technical standards set forth in this License. County's approval of any installation is not a representation that such installation of the Communications Facilities is in compliance with all applicable governmental laws, ordinances, rules and regulations or that such facilities will not cause interference with other communications systems, if any, then in operation on the Property. Licensee hereby confirms and agrees that its Communication Facilities shall be installed and operated solely within the Premises.

B. All work by Licensee shall be performed in compliance with applicable laws and ordinances. During Licensee's construction of its Communication Facilities, Licensee shall have, and County hereby grants to Licensee, a temporary construction easement to use portions of the Property reasonably necessary for the storage of materials and staging of construction. Licensee and its contractors and subcontractors shall be solely responsible for the transportation, storage and safekeeping of materials and equipment used in the performance of any work, for the removal of waste and debris resulting therefrom on a daily basis, and for any damage caused by them to any installations or work performed by Licensee's contractors and subcontractors. Upon completion of construction, Licensee shall remove any items stored or placed by Licensee in such temporary easement area and return such area to County in the condition existing prior to construction (subject to normal wear and tear).

C. Licensee is not authorized to contract for or on behalf of County for work on, or the furnishing of materials to the Premises or any other part of the Property, and Licensee shall discharge of record by payment, bond or otherwise, within ten (10) days subsequent to the date of its receipt of notice thereof from County, any mechanic's, laborer's or similar lien filed against the Premises or the Property for work or materials claimed to have been furnished at the instance of Licensee. The Communication Facilities shall remain the exclusive property of Licensee during the term of this License, and Licensee shall have the right to remove all or any portion of the Facilities at any time during the term of this License or following the term of this License as hereinafter provided.

D. Licensee will notify County prior to commencing Licensee's installation work on the Property. Prior to commencing any installation, Licensee will at its own cost and expense deliver to County a certificate of insurance confirming that comprehensive general liability insurance as required by this License, covering the risk during the course of performance of Licensee's installation, has been obtained and is in place, which policy as endorsed will protect County and County's property manager, if applicable, with respect to the Property against any claim or liability arising out of the installation. Licensee's contractor will name County and County's property manager as additional insured under contractor's insurance policies. Prior to Licensee's commencement of the installation of the Communication Facilities, Licensee shall provide County with copies of any Governmental Approvals obtained by Licensee with respect to this License.

E. All installation and other work to be performed by Licensee hereunder will be done in such a manner so as not to interfere materially with, delay or impose any additional expense upon County in maintaining the Property. In no event will County be required to consent to any installation or other work by Licensee which would physically affect any part of the Property outside the Premises (other than with respect to the temporary construction easement described in Section 4 hereof, which shall be subject to Licensee's duty to restore such area as provided therein). Licensee shall repair any damage caused by Licensee to County's Property, reasonable wear and tear excepted.

5. PERFORMANCE STANDARDS

A. Licensee understands and agrees that, because the Property is leased by the County to enable it to provide certain public services, the Property is, for purposes of this License, public property; and that, as a result, the County has an obligation to require any private party it allows to use the Property for the provision of a service to the public on a commercial basis to meet certain performance standards in providing that service. Therefore, Licensee shall observe and comply with the following performance standards in providing cellular wireless telecommunications service pursuant to this License and shall by contract, enforceable by the County as a third-party beneficiary, require any assignee or Sub-licensee/contractor to meet these performance standards:

1. Use all best efforts to provide cellular wireless telecommunications service to customers of Licensee or Licensee's authorized sublicensees on a 24 hours-per-day, 7 days-per-week, 365-days per-

year basis. The wireless service provided shall be equal to or exceed the level of service that Licensee or its Sub-Licensees provide to its other customers in the region (i.e., those receiving telecommunications services from Licensee or all Sub-licensees via equipment and facilities located on a site other than the Property). If neither Licensee nor its Sub-Licensees provide cellular service in the region, then the service provided shall be equal to or exceed the level of services provided by other service providers operating in the region.

2. Via whatever means is most effective and timely, provide subscribers with as much advance notice as possible whenever cellular service will be unavailable due to routine or scheduled maintenance, repair, or system upgrade. In no event, however, shall less than 48 hours' notice be given, and best efforts shall be made to minimize the amount of time service is unavailable due to such repair, maintenance, or upgrade.

3. If, due to an event or circumstance beyond its control (e.g., fire, storm, tree fall), Licensee (or any of its sublicensees) is unable to provide cellular service to any of its subscribers, it shall use its best effort to ensure that service is resumed as soon as is practicable under the circumstances.

B. Licensee understands and agrees that, in order for the County to ensure that Licensee complies with the Performance Standards set forth above, the County will continuously monitor the availability and signal strength of Licensee's or its Sub-Licensees' wireless telecommunications services.

5. REQUIRED LICENSES, CERTIFICATES AND PERMITS.

Any licenses, certificates, or permits required by any federal, state, county, or municipal government for Licensee's use of the Premises and the work described in this Agreement must be procured by Licensee with due diligence and shall be maintained in in full force and effect and in full compliance for the duration of this License. Such licenses, certificates, and permits will be procured and maintained in force by Licensee at no expense to the County. Licensee will provide the County, on or before the execution of this License, with evidence of the current and valid licenses, certificates, and permits which are required to provide the services described in this License; in the event of a dispute, the County reserves the right to reasonably determine whether a particular license or permit is required to provide such services.

6. DEBT SECURITY

A. Title to Licensee's Communications Facilities and other improvements and equipment on the Premises (the "**Licensee Facilities**") shall be held by Licensee. All Communications Facilities shall remain Licensee's personal property and are not fixtures. Licensee has the right to remove all Communications Facilities at its sole expense on or before the expiration or earlier termination of the License; provided Licensee repairs any damage to the Premises caused by such removal. Notwithstanding the foregoing, in the event of removal by Licensee, or anyone acting by, through, or on behalf of Licensee, of the Licensee Facilities, for any reason whatsoever, at any time during the Initial Term, Licensee shall reimburse County its costs to amend the JTD for the Chalfant Transfer Station, as described in Paragraph 1.B.iii.

B. The County acknowledges that Licensee may now or in the future enter into financing arrangements with financing entities for the financing of the Licensee Facilities. Notwithstanding anything to the contrary contained in this Agreement, Licensee may assign, mortgage, pledge, hypothecate or otherwise transfer Licensee's interest in this Agreement to any financing entity, or agent on behalf of any financing entity, (hereafter, collectively referred to as "**Mortgagees**") to whom Licensee (i) has obligations for borrowed money or in respect of guaranties thereof, (ii) has obligations evidenced by bonds, debentures, notes or similar instruments, or (iii) has obligations under or with respect to letters of credit, bankers acceptances and similar facilities or in respect of guaranties thereof. Licensee shall give advance written notice to the County of any such assignment, mortgage, pledge or transfer of Licensee's interest in this Agreement and shall provide the County with an address for notice to Mortgagees.

C. The County agrees to notify Licensee and Licensee's Mortgagees simultaneously of any default by Licensee and to give Mortgagees the same right to cure any default as Licensee. If a termination, disaffirmance or rejection of the License by Licensee pursuant to any laws (including any bankruptcy or insolvency laws) shall occur, or if the County shall terminate this Agreement for any reason, the County will give to the Mortgagees the right to enter upon the Premises for the purpose of removing Licensee's Facilities within ninety (90) days after expiration or earlier termination of this License.

7. INTERFERENCE.

A. Licensee shall operate its Communications Facilities in a manner that will not cause interference with the use or enjoyment of the Property by County and other lessees or licensees in and/or on the Property as of the Effective Date including but not limited to, the MATV systems, HVAC systems, roof, electronically controlled elevator system, computers, telephone systems, or any other system serving the Property and/or its occupants. All operations of Licensee shall be lawful and in compliance with all Governmental Requirements (as hereafter defined), rules and regulations including, but not limited to those of the Federal Communications Commission ("FCC") and the Federal Aviation Administration ("FAA"). "Governmental Requirements" shall mean all requirements under any federal, state or local statutes, rules, regulations, ordinances, or other requirements of any duly constituted public authority having jurisdiction over the Property (including, without limitation, the Premises). Should Licensee be notified by any government agency of any violation, it must share said notice with County within five (5) business days of notice and Licensee shall provide County documentation from the government agency that Licensee has cured the default. Licensee shall indemnify County and hold it harmless from all expenses, costs, damages, loss, claims or other expenses and liabilities arising from any interference caused by Licensee's failure to comply with FCC or FAA rules and regulations that is not curtailed within thirty (30) days after Licensee receives written notice of such interference from County. Licensee shall be responsible for all costs associated with any tests deemed necessary to resolve any and all interference as set forth in this License. If such interference caused by Licensee's failure to comply with FCC or FAA rules and regulations and has not been corrected within thirty (30) days after Licensee receives notice thereof from County, County may require Licensee to remove the specific items from the Communications Facilities causing such interference.

B. County hereby acknowledges that in the event of any interference with Licensee's Communications Facilities as a result of the transmission or reception (or both) of radio, microwave or other telecommunications signals by a future lessee, licensee or occupant of the Property, Licensee's rights hereunder to operate Licensee's Communications Facility shall be and remain superior to the rights of any such future lessee, licensee or occupant, subject, however, to the provisions of subsection C below.

C. County reserves the right to license other portions of the Property to other parties during the term of this License. Accordingly, County agrees that any other person or entity who may install equipment subsequent to the License Date in and/or on the Property will be permitted to install only such

communications equipment that is of the type and frequency that will not cause substantial interference to Licensee or persons or entities claiming through or under Licensee. In the event any such person or entity's equipment causes such substantial interference, County will cause the interfering party to take all steps necessary to correct and eliminate the interference or such interfering party will be required to cease operations until such interference is removed. To the extent that Licensee's operations are not within the parameters of its FCC license, this protection from co-located interference will not be applicable, but it shall be applicable with respect to those operations, or portions thereof, falling within the FCC license parameters. In the event that Licensee commences to use the Premises in a manner as to which Licensee is not presently licensed by the FCC, but with respect to which Licensee hereafter obtains necessary FCC licensure, Licensee's right to conduct such particular use shall be subordinate to the use of the Property by County, other licensees or occupants thereof existing on or before the date on which Licensee commences such use. County shall be under no obligation to exercise the duties concerning interference described above.

8. HAZARDOUS SUBSTANCES

A. Licensee understands that the Property, including the Premises, is the County's Chalfant Transfer Station, which is the site of a County solid waste landfill/transfer station. The County shall hold Licensee harmless from and indemnify Licensee against any damage, loss, expense, response costs, or liability, including consultants' fees and any legal and court costs and attorneys' fees resulting from the presence of Hazardous Substances being generated, stored, disposed of, on, transported to, on, under, or around the Property generated, stored, disposed of, or transported by the County, its employees, agents, assigns, contractors, or subcontractors. This paragraph shall survive the expiration or termination of this Agreement.

B. Licensee shall hold the County harmless from, defend, and indemnify the County against any damage, loss, expense, response costs, or liability, including consultants' fees and any legal and court costs and attorneys' fees resulting from the presence of Hazardous Substances that are generated, stored, disposed of, on, transported to, on, under, or around the Property generated, stored, disposed of, or transported by Licensee, its employees, Sub-Licensee(s), agents, assigns, contractors, or subcontractors. This paragraph shall survive the expiration or termination of this License.

8. INSURANCE

A. Licensee shall procure and maintain, during the entire term of this Agreement or, if work or services do not begin as of the effective date of this Agreement, commencing at such other time as may be authorized in writing by the County's Risk Manager, the following insurance (as noted) against claims for injuries to persons or damages to property which may arise from or in connection with the performance of work by Licensee, its agents, representatives, employees, or subcontractors:

i. Workers' Compensation. Licensee shall provide Statutory Workers' Compensation insurance coverage and Employer's Liability coverage for not less than \$1 million (\$1,000,000.00) per occurrence for all employees engaged in services or operations under this Agreement. Any insurance policy limits in excess of the specified minimum limits and coverage shall be made available to the County as an additional insured. The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of the County for all work performed by Licensee, its employees, agents, and subcontractors.

ii. General Liability. A policy of Comprehensive General Liability Insurance which covers all the work and services to be performed by Licensee under this Agreement, including operations, products and completed operations, property

damage, bodily injury (including death) and personal and advertising injury. Such policy shall provide limits of not less than \$5,000,000.00 per claim or occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project or the general aggregate limit shall be twice the required occurrence limit.

iii. Automobile/Aircraft/Watercraft Liability Insurance. A policy of Comprehensive Automobile Liability Insurance for bodily injury (including death) and property damage which provides total limits of not less than \$1,000,000.00 per claim or occurrence applicable to all owned, non-owned and hired vehicles. If the work authorized under this Agreement includes the transportation of hazardous materials/wastes, then the Automobile Liability policy shall be endorsed to include Transportation Pollution Liability insurance covering materials/wastes to be transported by Licensee pursuant to this Agreement. Alternatively, such coverage may be provided in Licensee's Pollution Liability policy.

B. Coverage and Provider Requirements. Insurance policies shall not exclude or except from coverage any of the services and work required to be performed by Licensee under this Agreement. The required polic(ies) of insurance shall be issued by an insurer authorized to sell such insurance by the State of California, and have at least a "Best's" policyholder's rating of "A" or "A+". Prior to commencing any work under this agreement, Licensee shall provide the County: (1) a certificate of insurance evidencing the coverage required; (2) an additional insured endorsement for general liability applying to the County of Mono, its agents, officers and employees made on ISO form CG 20 10 11 85, or providing equivalent coverage; and (3) a notice of cancellation or change of coverage endorsement indicating that the policy will not be modified, terminated, or canceled without thirty (30) days written notice to the County.

C. Deductible, Self-Insured Retentions, and Excess Coverage. Any deductibles or self-insured retentions must be declared and approved by the County. If possible, the Insurer shall reduce or eliminate such deductibles or self-insured retentions with respect to Mono County, its officials, officers, employees, and volunteers; or the Licensee shall provide evidence satisfactory to the County guaranteeing payment of losses and related investigations, claim administration, and defense expenses. Any insurance policy limits in excess of the specified minimum limits and coverage shall be made available to the County as an additional insured.

D. Subcontractors. Licensee shall require and verify that all subcontractors and sub-licensees maintain insurance (including Workers' Compensation) meeting all the requirements stated herein and that the County is an additional insured on insurance required of subcontractors and sub-licensees.

9. BOND/ FINANCIAL ASSURANCES REQUIREMENTS

Prior to the installation of the Communications Facilities, Licensee shall furnish and maintain in effect a faithful performance bond, letter of credit, or other financial assurance acceptable to County and approved as to form by the Mono County Counsel, in an amount determined by engineer's estimate (or \$125,000 whichever is greater) to guarantee removal of the Licensee Communications Facilities from the site and site reclamation in accordance with the License and any land use permit conditions or conditions of approval. If bonding is utilized, the bond must be issued by an "Admitted Surety Insurer." For purposes of this Agreement, an Admitted Surety Insurer means a corporate insurer or inter-insurance exchange to which the California State Insurance Commissioner has issued a certificate of authority to transact surety insurance in California, as defined in Section 105 of the California Insurance Code. Bonds

shall be in a form acceptable to the Mono County Counsel. The Attorney-in-Fact (resident agent) who executes the bonds on behalf of the surety company must attach a copy of his Power of Attorney as evidence of his authority. A notary shall acknowledge this Power of Attorney as of the date of the execution of the surety bond that it covers. If any surety becomes unacceptable to the County or fails to furnish reports as to its financial condition as requested by the County, Licensee shall promptly furnish such additional security as may be required from time to time to protect the interests of the County. A sample performance bond is attached to this License as Exhibit D.

10. INDEPENDENT CONTRACTOR STATUS

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

1. Licensee shall determine the method, details, and means of performing its activities under this License. Licensee shall be responsible to the County only for the requirements and results specified in this License, and except as expressly provided in this License, shall not be subject to the County's control with respect to the physical action or activities of Licensee in fulfillment of this License; and

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

11. DEFENSE AND INDEMNIFICATION

Licensee shall defend, indemnify, and hold harmless the County, its agents, officers, and employees from, for, and against all claims, damages, losses, judgments, liabilities, expenses and other costs, including litigation costs and attorney's fees, arising out of or resulting from or in connection with the activities of Licensee or its sublicensee(s), agents, officers, or employees. Licensee's obligation to defend, indemnify, and hold the County, its agents, officers, and employees harmless applies to any actual or alleged personal injury, death, or damage or destruction to the Property or to other tangible or intangible property, including the loss of use. Licensee's obligation under this paragraph extends to any claim, damage, loss, liability, expense or other costs which is caused in whole or in part by any act or omission of Licensee, 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. Licensee's obligation to defend, indemnify, and hold the County, its agents, officers, and employees harmless under the provisions of this paragraph is not limited to, or restricted by, any requirement in this License for Licensee to procure and maintain a policy of insurance. This paragraph shall survive any termination of this License.

12. NONDISCRIMINATION

During the Term of this License, Licensee, 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 other person because of race, religion, color, ancestry, national origin, physical handicap, medical condition, marital status, age, sex, or any other protected status. Licensee and its agents, officers, and employees shall comply with the provisions of the Fair Employment and Housing Act (California Government Code Section 12900 et. seq.), and the applicable regulations promulgated

there under in the California Code of Regulations. Licensee 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. ACTS OF NATURE, IMPOSSIBILITY, OR IMPRACTICABILITY

In the event of destruction of any or all of the improvements located on the Premises by fire or other acts of Nature, neither of the Parties shall be obligated to rebuild said improvements, and if due to any such event Licensee's operations are materially interrupted, each Party shall have the right to terminate this License upon written notice to the other Party.

14. PUBLICITY

The Parties shall endeavor to coordinate their press releases (if any) and other efforts to publicize Licensee's activities on the Property, although each Party shall have final editorial authority regarding its own press releases.

15. RELOCATION

In the event the Property is sold, transferred, developed, redeveloped, renovated, upgraded, or put to another use by County as directed by County, the Licensee will be required to remove the Communication Facilities at Licensee's expense for the purpose of relocation or disposal. If appropriate, County will provide another location for the relocation of the Communication Facilities, or for the installation of new improvements. County will provide Licensee at least one (1) year of advance notice of the need for removal and relocation, and Licensee shall fully cooperate in such removal and relocation. County shall permit Licensee to place temporary Communication Facilities (Cell on Wheels or similar installation) on the Property or at some other location acceptable to Licensee until such relocation is complete. If relocation is not possible, but the alteration to the Property will accommodate the installation of new facilities, the License will terminate and the parties may negotiate a new agreement appropriate for the new installation. The Parties will work together in an attempt to achieve a transition to the new facilities without service interruption.

16. CASUALTY AND CONDEMNATION

A. If at any time during the term of this License all or "substantially all" (meaning the remaining portion thereof shall not be of sufficient size or condition to permit the continuation of Licensee's use of the Communication Facilities in a commercially reasonable manner) of the Communication Facilities upon the Premises shall be damaged and/or destroyed by fire or other casualty, then Licensee may terminate this License by providing written notice to County, which termination shall be effective as of the date of such damage and/or destruction, and whereupon Licensee shall be entitled to collect all insurance proceeds payable on account thereof and to the reimbursement of any prepaid License Fee, to be apportioned as of the termination date.

B. If at any time during the term of this License all or "substantially all" (as described in the preceding subsection A) of the Premises or the improvements located on the Property shall be taken in the exercise of the power of eminent domain by any governmental or other authority, or by deed in lieu of condemnation, then Licensee may terminate this License by providing written notice to County, which termination shall be effective as of the date of the vesting of title in such taking and any prepaid License Fee shall be apportioned as of said date and reimbursed to Licensee. County and Licensee shall each be entitled to pursue their own separate awards with respect to such taking, but in any event, Licensee's award shall be limited to lost improvements investment, relocation, and loss of business. In the event of

any taking of less than all or substantially all of the Premises, this License shall continue and each of County and Licensee shall be entitled to pursue their own separate awards with respect to such taking.

17. REPORTING

Licensee shall supply the Director, upon request, with a report regarding the status of its operations and activities under this License.

16. TAXES, FEES AND ASSESSMENTS

Licensee agrees to pay all taxes, fees and assessments (if any) lawfully imposed on Licensee by any governmental agency with respect to Licensee's activities under this Agreement, including but not limited to taxes or assessments imposed against Licensee's property, inventory, equipment, activities, or employee wages. In that regard, Licensee is hereby advised pursuant to California Revenue and Taxation Code section 107.6 that this License may create a possessory interest subject to property taxation, and that, if such an interest is created, Licensee shall be liable for all taxes assessed on that interest. The provisions of this paragraph shall survive any termination of this License.

17. SUBLICENSING; ASSIGNMENT; SURRENDER OF PROPERTY

A. Sub-License. Licensee may sublicense the Premises, to any qualified third party communications provider, provided Licensee complies with all requirements of this Section 17. All of Licensee's sublicense agreement(s) must be subject to the terms and conditions of this License. Prior to doing so, Licensee shall notify County. Upon execution of each sublicense(s), Licensee shall pay County as additional rent forty percent (40%) of all gross revenue received from each sublicensee ("Collocation Fee"). The Collocation Fee shall be paid in the same manner and subject to the same requirements and conditions as the License Fee, and shall be accompanied by a certified statement describing the sublicense revenue received. However, in no event shall the Collocation Fee be less than seventeen thousand five hundred dollars (\$17,500) per sublicensee per annum. This minimum amount shall be adjusted through the term of this License in the same manner as the License Fee.

1. Moreover, in the event that a sublicensee requires additional ground space outside of the Premises, it shall enter into a separate license with the County to do so or this License may be amended to provide for such additional space. County may grant or deny such requests in its sole discretion, including conditioning execution of such new or amended agreements on the payment of additional rent.

2. The acceptance of Licensee's Collocation Fee and the License Fee shall be without prejudice to County's right to examination of Licensee's books and records of its annual gross income arising from this License and any such sublicense agreements. No sublicense shall relieve the Licensee of its obligations pursuant to this License.

B. Assignment by Licensee. Licensee may assign or otherwise transfer this Agreement to any entity of equal or greater financial strength, upon prior written consent of the County. Upon assignment, Licensee shall be relieved of all liabilities and obligations hereunder and the County shall look solely to the assignee for performance under this Agreement and all obligations hereunder, provided Licensee and its proposed assignee enter into an assignment and assumption agreement, on a form acceptable to the Mono County Counsel. The County's right to consent or not to consent to any transfer is a continuing right in favor of the County and cannot be extinguished by the County's consent or non-consent on one or more occasion(s).

C. Surrender. At the expiration of the Term or the sooner termination of this License, Licensee shall peaceably and quietly quit and surrender the Premises to the County or its agent or designee in as good order, condition, and state of repairs as received by Licensee, reasonable wear and damage by the elements excepted. Prior to such surrender, Licensee shall remove the Licensee Communications Facilities and remove all utilities installed to service the Licensee Communications Facilities. If Licensee fails to comply with this provision, then the County may, at its option, cash the bond provided pursuant to this License and cause the removal of Licensee Communications Facilities and the restoration of the Premises (including the removal of all utilities that were installed to service Licensee Communications Facilities). Any improvements, equipment, fixtures, and other property, including the Licensee Communications Facilities, belonging to Licensee and remaining on the Premises ninety (90) calendar days after the expiration of the Term or any termination of this License shall become the property of the County and may, at the County's option, be removed or otherwise disposed of without any liability to Licensee. This paragraph shall survive any termination of this Agreement.

18. TERMINATION FOR CONVENIENCE

Notwithstanding anything contained herein to the contrary, the County may, after the expiration of the Initial Term, terminate this Agreement without cause or legal excuse, and without incurring any liability to Licensee, by giving written notice to Licensee at least 12 months before the date of termination. Licensee may terminate this Agreement, without cause or legal excuse, and without incurring any liability to the County except as set forth in Paragraph 6, by giving written notice to County at least six (6) months before the date of termination.

19. TERMINATION FOR CAUSE - DEFAULT OR BY ORDER OF STATE

A. Should either Party neglect or fail to perform in the manner specified any of the duties and obligations imposed on it via this License the non-defaulting Party may declare the defaulting Party in default. In that event, the non-defaulting Party shall notify the defaulting Party in writing of the default and therein demand that such Party cure the default. Should the defaulting Party fail to cure the default within thirty (30) days of the date of the delivery of the notification, the defaulting Party may forthwith terminate this License. In the event the defaulting Party is diligently working to cure such default, then the thirty (30) day period may be extended, by agreement of the Parties, for that amount of time as is necessary to cure the default through such diligent efforts.

B. Licensee understands that the Premises are located on the site of a closed landfill and adjacent to a solid waste transfer station. As such, the Premises are subject to the requirements of State law applicable to solid waste facilities. If at any time, by order of the State or any of its agencies, or if required by law or regulation, the Chalfant Transfer Station or the Premises are ordered to be closed or the operations are required to be modified, then the County shall have the right to immediately terminate or modify this License, to the extent necessary to comply with such order(s) and/or requirement(s).

C. A waiver of any default by one Party shall not be deemed a waiver of any subsequent default, and the waiver of any provision in this License shall not be deemed an ongoing or subsequent waiver of that provision.

20. HOLDOVER

If Licensee remains in possession of the Premises at the expiration of the initial term of this License or any Renewal Term without a written agreement, such possession shall be deemed a holdover use under the same terms and conditions of this License, except that the License Fee shall be 250% of the License Fee in effect at the expiration of this Agreement. Nothing contained herein shall grant Licensee the right to holdover after the term of this Agreement has expired.

21. RF SIGNAGE AND NOTICES

Licensee, and any permitted sublicensee, shall install signs alerting the public, but especially workers and public safety officials of any radio frequency emissions or other safety issues. These signs shall comply with OSHA 1910.145 and OSHA CFR 1926.200. In addition, Licensee and any permitted Sublicensee are referred to two recent FCC and OSHA enforcements orders for guidance on signage. (See <http://www.fcc.gov/eb/Orders/2007/DA-07-549A1.html> and <http://www.fcc.gov/eb/Orders/2007/DA-07-2138A1.html>)

22. INSOLVENCY AND BANKRUPTCY

If Licensee becomes insolvent or makes an assignment for the benefit of creditors or is adjudged bankrupt, either voluntary or involuntary, then this License shall immediately terminate and shall not be assignable by any operation or process of the law, nor be treated in any way whatsoever as an asset of Licensee after such event. In such event, the Licensee shall have thirty (30) days following the termination to remove the Licensee Communications Facilities and restore the premises to their prior condition, reasonable wear and tear excepted. If Licensee does not remove the Licensee Communications Facilities and restore the Premises, then County may cash the bond provided pursuant to this Agreement and cause such removal and/or restoration itself.

22. NOTICES

All notices required or permitted under this License shall be in writing and delivered to the Parties by facsimile transmission, by personal service, by express mail, by email, or by first class mail, postage prepaid, at the addresses stated below:

If to the County:

Mono County Information Technology
Department
Attn: Nate Greenberg, Director
P.O. Box 7657
Mammoth Lakes, CA 93546
PHONE: (760) 924-1819
EMAIL: ngreenberg@mono.ca.gov

If to Licensee:

[PLACEHOLDER]

With Copy To:

Mono County Counsel's Office
Attn: Stacey Simon, County Counsel
P.O. Box 2415
Mammoth Lakes, CA 93546
PHONE: (760) 924-1700
EMAIL: ssimon@mono.ca.gov

The Parties may, by notice as provided above, designate a different address to which notice will be given.

23. ENTIRE AGREEMENT; MODIFICATION; WAIVER; HEADINGS

This License constitutes the entire agreement between the Parties pertaining to the subject matter contained herein and supersedes all prior and contemporaneous agreements, representations, and understandings. No supplement, modification, or amendment of this License shall be binding unless executed in writing by the Parties. No waiver of any of the provisions of this License shall be deemed or shall constitute a waiver of any other provisions, whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the Party making the waiver. The headings and captions contained in this License are provided for convenience only and will not affect its construction or interpretation.

24. SEVERABILITY

Each provision of this License is severable from any and all other provisions of this License. Should this License or any provision hereof be determined or found, for any reason unenforceable, the balance shall nonetheless be of full force and effect, provided that the intent of the Parties shall not be impaired thereby.

25. GOVERNING LAW; VENUE

This License shall be governed by and construed in accordance with the laws of the State of California. Venue shall be in the California Superior Court for the County of Mono.

26. REPRESENTATION BY COUNSEL

The Parties each acknowledge that this License is executed voluntarily and without duress or undue influence on the part of the other Party. They further acknowledge that they have knowingly participated in the negotiation and preparation of this License and have had the opportunity to be represented by counsel with respect to such negotiation and preparation or do hereby knowingly waive the right to do so, and that they are fully aware of the contents of this License and of its legal effect. Therefore, any ambiguities in this License shall not be resolved in favor of or against either Party.

27. COUNTERPARTS

This License may be executed in one or more counterparts and shall become effective when each Party has executed and delivered to the other one or more counterparts hereof, each of which shall constitute an original and all of which shall constitute one and the same Agreement. Facsimile signature pages and/or signature pages in .PDF or other electronic format shall have the same force and effect as original signatures.

28. INCORPORATION OF RECITALS

All of the recitals hereof are incorporated by this reference and are made a part hereof as though set forth at length herein.

29. MEMORANDUM OF AGREEMENT

On or following the License Date, the County agrees to execute a Memorandum of this Agreement which Licensee may record with the appropriate recording officer.

IN WITNESS of the foregoing provisions, the Parties have executed this this License below through their authorized representatives:

COUNTY OF MONO,
a political subdivision of the State of California

[PLACEHOLDER],
a [PLACEHOLDER]

By: _____
Name: _____
Title: Chair of the Mono County Board of Supervisors

By: _____
Name: _____
Title: _____

APPROVED AS TO FORM:

RISK MANAGEMENT APPROVAL:

Mono County Counsel's Office

Mono County Risk Manager

EXHIBIT A

SITE PLAN AND EXHIBIT OF THE LICENSED AREA/PREMISES

A. Premises. A square area of one hundred feet by one hundred feet (100'x100'), beginning at the northwestern point of the County's Chalfant Transfer Station site, proceeding 100' south along the western property boundary, then 100' east into the landfill site, 100' north through the landfill site to the northern boundary, and along the northern boundary 100' to the point of beginning.

B. Access. Access shall be taken along the western landfill boundary, through a separate gate to be provided by Licensee, leading directly into the licensed area. Licensee's Communications Facilities shall be completely enclosed with fencing such that there shall be no access between the licensed area and the remaining property.

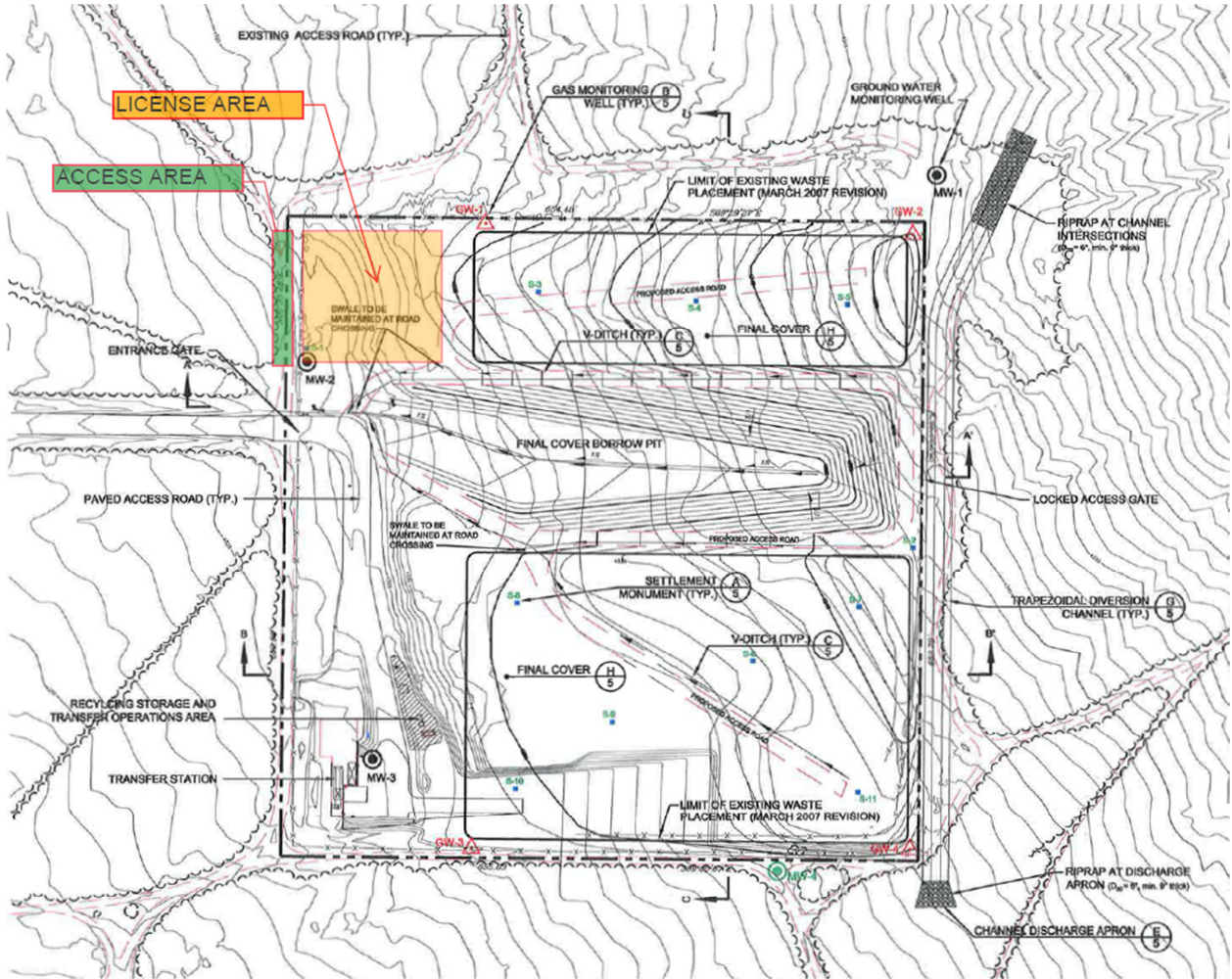


EXHIBIT B

**LICENSE BETWEEN THE COUNTY OF MONO AND [PLACEHOLDER] FOR
THE USE OF COUNTY PROPERTY AS A TELECOMMUNICATIONS SITE**

LICENSE FEE SCHEDULE

EXHIBIT C

LICENSE BETWEEN THE COUNTY OF MONO AND [PLACEHOLDER] FOR THE USE OF COUNTY PROPERTY AS A TELECOMMUNICATIONS SITE

SAMPLE PERFORMANCE BOND

WHEREAS, the County of Mono, acting by and through the Department of Information Technology, has awarded to [PLACEHOLDER], hereafter designated as the "Licensee," a License to utilize the Premises at the Chalfant Transfer Station as a cellular communications site; and

WHEREAS, Licensee is required to furnish a bond in connection with said License, guaranteeing the faithful removal and reclamation of all telecommunications equipment and infrastructure from the Premises and site reclamation and restoration, all in accordance with the License and any planning permits or conditions of approval, and upon termination of the License as set forth therein or upon revocation of planning or land use permits or approvals.

NOW, THEREFORE, we the undersigned Contractor and Surety are held firmly bound to the County of Mono in the sum of [PLACEHOLDER] dollars (\$ _____), to be paid to said County or its certain attorney, its successors and assigns: for which payment, well and truly to be made, we bind ourselves, our heirs, executors and administrators, successors or assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, that if the above bound Licensee, its heirs, executors, administrators, subcontractors, successors or assigns, shall in all things stand to and abide by, and well and truly keep and perform the covenants, conditions and agreements in the License and all planning permits or conditions of approval, and any alteration thereof made as therein provided, on his or their part to be kept and performed at the time and in the manner therein specified, and in all respects according to their intent and meaning, and shall indemnify and save harmless the County of Mono, its officers and agents, as therein stipulated, then this obligation shall become and be null and void; otherwise it shall be and remain in full force and virtue.

As a part of the obligation secured hereby and in addition to the face amount specified therefor, there shall be included costs and reasonable expenses and fees, including reasonable attorney's fees, incurred by the County of Mono in successfully enforcing such obligation, all to be taxed as costs and included in any judgment rendered.

The surety hereby stipulates and agrees that no change, extension of time, alteration or addition to the terms of the agreement or to the work to be performed thereunder or the specifications accompanying the same shall in anywise affect its obligations on this bond, and it does hereby waive notice of any such change, extension of time, alteration or addition to the terms of the agreement or to the work or to the specifications.

IN WITNESS WHEREOF, We have hereunto set our hands and seals on this _____ day of _____, 2021.

Correspondence or claims relating to this bond should be sent to the surety at the following address: _____
Contractor _____

Name of Surety (SEAL)

By : Attorney-in-Fact

NOTE: Signatures of those executing for the surety must be properly acknowledged.

CERTIFICATE OF ACKNOWLEDGEMENT

State of California, City / County of _____ SS

On this _____ day of _____ in the year 20 ____ before me
_____, a notary public in and for the City / County of
_____, personally appeared
_____, known to me to be the person whose name is
(Attorney-in-fact)
subscribed to this instrument and known to me to be the Attorney-in-fact of
_____ and acknowledged to me that he/she
subscribed the name of the said company thereto as surety, and his/her own name as Attorney-in-fact.



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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

TIME REQUIRED

SUBJECT

Letter from Johanna and Daniel
Tackitt Regarding Mountain View Fire
Rebuilding Concerns

**PERSONS
APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

A letter from Coleville residents, Johanna and Daniel Tackitt, regarding Mountain View Fire rebuilding concerns.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME: Queenie Barnard

PHONE/EMAIL: 760-932-5534 / qbarnard@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

<p>Click to download</p> <p> Letter</p>

History

Time	Who	Approval
6/9/2021 10:21 AM	County Counsel	Yes
6/9/2021 1:22 PM	Finance	Yes
6/10/2021 10:36 AM	County Administrative Office	Yes

From: Johanna Tackitt <jotackitt@gmail.com>
Sent: Saturday, June 5, 2021 7:44 PM
To: Robert Lawton <rlawton@mono.ca.gov>
Cc: scottndeb1951@outlook.com <scottndeb1951@outlook.com>; John Peters <jpeters@mono.ca.gov>; Daniel Tackitt <d_tackitt@hotmail.com>
Subject: Daniel and Johanna Tackitt

[EXTERNAL EMAIL]

Greetings Mr. Lawton,

My husband and I are the owners of 2215, 2233, and 2249 Eastside Lane. Attached you will find a letter addressing our concerns on rebuilding after the Mountain View Fire as well as supporting documents and photos.

Is it possible for our letter to be shared at the next Board of Supervisors meeting?

Thank you,
Johanna and Daniel Tackitt

From: Daniel Tackitt <d_tackitt@hotmail.com>
Sent: Monday, January 11, 2021 11:34 AM
To: strujillo@mono.ca.gov <strujillo@mono.ca.gov>
Subject: Fw: 2215 Eastside Lane/consideration of non-demolition of perimeter boulder and rock wall

Good afternoon Stephanie, I hope you are the right contact for addendum to ROE. Attached are some photos and a face page and drawing (not to scale) from the ROE forms. As identified on my drawing the 32x40 foundation is surrounded by surface Quartzite flat work which extends to the perimeter over compacted base material and ends over large boulders and rocks which form the retaining wall. The boulders range in depth inward toward the foundation approximately 15" to 24" and were stacked by hand and with a backhoe. The north and south retaining rock walls are 7 feet away from the foundation and the west wall is 17 feet away from the foundation. Knowing that all Quartzite surface flat work is destroyed and applicable to removal I respectfully request that the boulder/rock walls (N/S/W) remain in place. As I stated earlier and as indicated on my drawing the boulders are sufficiently away from the foundation and any capable equipment operator should easily be able to remove all debris, foundation, and then some for clean-up. As an equipment operator myself (excavator/backhoe) I know this can be done unless for some reason the boulders are deemed to be compromised. The south photos include the west edge of the south wall with the easterly direction of the wall being covered in sand from the wind. The drawing and pictures do not adequately reveal the distances away from the foundation but once on-site a person can make the reasonable conclusion that the wall should be able to be maintained. I hope you are the correct person for this addendum, if not can you please forward to the right person for this consideration.

Thank you, Daniel and Johanna Tackitt

From: Daniel Tackitt <d_tackitt@hotmail.com>
Sent: Monday, January 11, 2021 11:02 AM
To: Daniel Tackitt <d_tackitt@hotmail.com>
Subject:

Dear Mono County Administrator, Mr. Bob Lawton,

My wife and I (Johanna and Daniel Tackitt) own 2215, 2233, and 2249 Eastside Lane Coleville, CA properties all of which were destroyed in the Mountain View Fire. As Mountain View Fire Survivors, we write to you with not just frustrations but possible solutions. Currently we live with my mother-in-law with our two teenage children who share one bedroom and bunk beds. We recently received a trailer provided by the county and are very grateful. We are anxiously awaiting the day that we can place the trailer on our property and regain some sense of normalcy. However we have encountered roadblock after roadblock just in attempting to procure temporary power, water, and sewer to our property, not to mention the length of time it has taken for the cleanup of the property to be completed. As of today, June 5th, 2021, it has yet to be completed and returned back to us. With each day that passes the frustration and desperation mounts. Each day we drive by eight burned vehicles, multiple mounds of dirt that needs to be removed, burned vegetation, plants that miraculously survived and desperately need water, a sewer cleanout which needs to be installed however cannot be due to the inability of reentry, fencing for livestock that needs repair but cannot be because burned vehicles have been placed in the fenceline, temporary pole placement for power has not been completed, all the while our hands are completely tied. We have made no progress in moving forward with our lives, we remain stagnant/STUCK. Even if reentry were possible, the lack of communication between the triangle of property owners, various Mono County departments, and private entities i.e. Liberty Utilities, contractors, and CALFire regulations, we have made little to no progress in rebuilding our lives...We desperately need uniformity between agencies. We NEED everyone to be "on the same page" in communicating the same requirements, rules, and regulations to all Mountain View Fire parcels in accordance with their designations. Below we have bullet pointed the problems and possible solutions:

- **Power:**
 - **Problem:** There are different requirements coming from Mono County Building Dept. and Liberty Utilities. Issues such as temporary power placement, height above ground, depth below ground, overhead vs underground temporary power to a temporary power shed. Liberty guidelines do not parallel Mono County guidelines. **WHAT ARE THE REAL GUIDELINES?**
 - **Solution:** A uniform policy coordinated between Liberty and Mono County for the permitting, proper placement of, and temporary placement of lines for temporary power .

- **Site Visits:**
 - **Problem:** Decisions are being made while seated behind desks in Mammoth Lakes, CA without boots on the ground at the few sites that have currently submitted permit applications. Example: Semantics over a patio deck/rock feature meeting the setback requirements from an irrigation ditch while the actual building is sufficiently setback from said ditch. The accessory building is literally being placed back on the original area where the house was that burned. We realize this is not a "like building" however replacing a dry building (power only,

no plumbing) which is properly engineered and esthetically pleasing on the exact same footprint that a 2560 square foot log home existed should NOT be a problem. Please see attached photo of rock patio with log home. The questioned rock feature/deck should absolutely NOT prohibit the placement of a shop on the exact same footprint that our home used to exist. We have already gone through the directors review process and Board of Supervisors approval for “out of order construction” because the shop could be constructed much sooner than the primary structure.

- **Solution:** A simple site visit by a building department head could easily determine that the rock feature is not structural in nature and though it does not meet the thirty feet setback from our irrigation ditch, it will be determined that the edge of the building **does** meet requirements due to it meeting more than the thirty feet setback. The fact that the rock patio still exists was determined by Dave B. from ARCADIS, a state hired consulting firm that determined the rock feature/patio was not compromised. The patio/deck met the CALOES definition of a patio/deck which did **NOT** need to be demolished and removed. Trying to argue the fact that the existing rock feature has nothing to do with the setback, even with photos submitted, is being met with rigidity and the inability to submit a proper formatted site plan. **Please outline the needed requirements for property owners to prevent the multiple and repetitive drawings of site plans which cost money each time as well as frustration.** We understand that each property is unique, with that being said, the few property owners that are choosing to stay and rebuild, and who have lived here since 1984, deserve a physical site visit to help with the implementation of a site plan and rebuild of a shop and primary structure. Our rebuilding plan includes one less building than what existed pre-fire. Please see attached photos and letter to Stephanie with the Mono County Building Department.

- **Flow Charts:**

- **Problem:** Many individuals have never been through the process of building a home. The current situation we are in with unavailability of resources and materials, homeowners are attempting to tackle the rebuilding process themselves without spending the limited money they have in areas they **should** be able to complete themselves.
- **Solution:** A flow chart with general processes, resources, and phone numbers would greatly help. People do not know what they don't know. Please help us in the most basic way of giving us a clear starting point and roadmap to help us get back on our feet. People are not asking you to build their home as was said by a county official during one of the virtual community meetings. Put yourself in our shoes, pretend you have not attempted to build a home in Mono County...GIVE US THE OUTLINE ON HOW TO DO THIS. You may say, “that is what a contractor is for...” Our experience with multiple contractors has been...1. Are you done with clean-up? 2. Do you have a permit in hand? 3. Call me when you

have power, water. 4. Do you have a right to enter the property? **We are spinning our wheels daily.**

- **Cooperation between agencies**

- **Problem:** Along with the greatly appreciated waiver of fees, there needs to be uniformity and the CAN DO spirit of working with the rules and regulations to implement the rebuilds. The waiver of fees is great however, rigidity and inconsistent disbursement of information leaves us stuck with no ability to move forward.
- **Solution:** Clearly defined and written requirements of temporary power that satisfies both Mono County and Liberty Utilities needs to be dispersed and readily available. Site visits, and clearly defined guidelines, as well as which permits are needed for removal and elimination of state damaged septic systems. Imagine planning/prepping for temporary power to be installed through collaboration with Liberty Utilities (which has been in the planning phase since March 10th and includes two application submissions, the loss of our application, three contacts, and no communication for one month from one contact to find out that she was on vacation with no explanation on her voicemail or email...and three months later finally get a meeting with a representative who apologized and stated “there were too many cooks in the kitchen”...you can only imagine the frustration) and have a plan in place including a certain length pole, certain amount of feet in the ground and above ground, a plan to run temporary power to our well, a temporary power shed...only to find out that the building department has their own requirements to place underground or overhead temporary lines. Liberty has stated that once the temporary pole has been permitted by Mono County, they do not care how the lines, above or below ground, are run to their temporary location. **PLEASE COMMUNICATE WITH LIBERTY UTILITIES AND GET ON THE SAME PAGE SO ALL INFORMATION IS CONSISTENT.** Our neighbor, RL Gilbert Construction, has heard six different requirements for temporary power and has requested a meeting with Tom Perry to discuss uniformity on this issue.

- **Town hall meeting**

- **Problem:** I realize that Mono County does not want to walk into the “Lion’s den” however the current feeling of the community (those of us trying to rebuild) is that the county does not see us as worthy of a physical site visit or that our tax paying community in total is not an eye popping amount of money. Additionally, as long time property owners leave our area, and those of us who wish to remain are met with difficulty and rigidity at every step, it is easy for us to believe this story. We are merely a pass-through community on the northbound way to Carson City or southbound way to Bridgeport or Mammoth Lakes. A long-time current general contractor, and former Mono County building department head

and planning commissioner named Ivor Evans decided to leave our area rather than deal with the process that he, more than anyone, knew he would be facing. If this doesn't say something about the inability to get things done with building in Mono County, nothing does. We have been through this process with the construction of our home near Fales Hot Springs. After taking three winters to complete our home with obstacles from the US Forest Service, State Historic Preservation Office, CALFire, and sixteen conditions placed on us by these agencies to build on our forty acres, we knew this process would be difficult. However, that construction did not involve an emergency declaration proclaimed by the state of California. With this proclamation, a reasonable person/couple/family should be able to rebuild, NOT forced to relocate.

- **Solution:** We understand rebuilding is complicated. The rules and regulations in place need to be worked through, not hid behind. **PLEASE MAKE IT EASY WHERE YOU CAN.**

- **Water storage in Mono County**

- **Problem:**We are currently being told that it is Mono County and CALFIRE that takes responsibility for water storage. However, per Jason Davenport, water storage is not defined as a requirement in Mono County building code. It is impossible to complete a proper site plan without locating the water storage or for a contractor to properly bid construction.
- **Solution:** Do we, or do we not need water storage?

In closing, we appreciate your time on the above matters. We look forward to your response and hope for it to be in a timely manner. With each day that passes, it is one more day of frustration and loss of hope to the return of normalcy.

Thank you,
Johanna and Daniel Tackitt

























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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: CAO

TIME REQUIRED 30 minutes (10 minutes presentation, 20 minutes discussion) **PERSONS APPEARING BEFORE THE BOARD** Robert C. Lawton, CAO

SUBJECT Compensation Policy and Salary Adjustments for At-Will Management-Level Employees and Elected Officials

AGENDA DESCRIPTION:

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

Following implementation of Memoranda of Understanding (MOUs) for all five employee bargaining units, this item proposes a salary and compensation policy for at-will (unrepresented) management-level employees and elected officials. The proposed policy includes a conversion from flat salaries to a five-step salary range for non-elected at-will positions. The associated resolution adjusts salaries for those non-elected positions upwards to conform to the five-step salary matrix and increases the salaries of elected department heads (but not the Board of Supervisors) to market rate, based on a 2021 salary survey of all at-will and elected positions.

RECOMMENDED ACTION:

- 1) Receive staff report regarding 2021 Salary Survey and proposed Management Compensation Policy;
- 2) Consider and potentially adopt proposed resolution implementing the Mono County Policy Regarding Compensation of At-Will and Elected Management-Level Officers and Employees ("Management Compensation Policy"); and
- 3) Announce positions and salaries as listed on Exhibit B and consider and potentially adopt proposed resolution implementing salary matrix to establish ranges and steps for at-will management-level positions and adjusting current salaries for both elected department heads and appointed at-will employees to conform to that matrix and the Management Compensation Policy.

FISCAL IMPACT:

The estimated increase in county-wide salary and benefit cost is \$186,2148 for FY 2021-22, \$368,880 for FY 2022-23, and \$507,445 for FY 2023-22. See the Cost Implementation Analysis schedule attached to this agenda item for greater details and documentation of the analysis' assumptions and conditions.

CONTACT NAME: Stacey Simon

PHONE/EMAIL: 7606483270 / ssimon@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff Report
Resolution - Compensation Policy
Compensation Policy
Exhibit A - 14 Optimized
2021 Salary Survey Report
Cost Implementation Analysis
Resolution - Salary Matrix and Base Salary Adjustment
Exhibit A - Salary Matrix
Exhibit B - Base Salary Implementation Table

History

Time	Who	Approval
6/10/2021 10:29 AM	County Counsel	Yes
6/10/2021 9:19 AM	Finance	Yes
6/10/2021 11:41 AM	County Administrative Office	Yes



COUNTY OF MONO

P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517
(760) 932-5410 • FAX (760) 932-5411

Robert C. Lawton
County Administrative Officer

John Craig
Assistant County Administrator

Date: June 15, 2021

To: Honorable Board of Supervisors

**From: Robert Lawton, County Administrative Officer
David Wilbrecht, Special Project Coordinator**

**Re: At-Will Management Compensation Policy, Salary Matrix Adoption and Placement
of Current Positions into the Matrix**

RECOMMENDATION:

Staff recommends that your Board:

- 1) Receive staff report regarding 2021 Salary Survey and proposed Management Compensation Policy;
- 2) Consider and potentially adopt proposed Resolution implementing Management Compensation Policy; and
- 3) Announce positions and salaries as listed on Exhibit B and consider and potentially adopt proposed Resolution implementing salary matrix to establish ranges and steps for at-will management-level positions and adjusting current salaries to conform to that matrix.

BACKGROUND:

In May of 2020, the County completed negotiations with the last of its five employee bargaining units. Those negotiations resulted in the adoption by the Board of Memoranda of Understanding (MOUs) applicable to each bargaining unit. Salary increases were implemented based on salary surveys and cost of living adjustments were provided.

Following completion of the MOU process, it was recognized that compensation policies applicable to the County's unrepresented employees (at-will management-level employees and elected officials) had not been updated since 2010. (See R10-74, which implemented the last revision to the County's Management Compensation Policy). In addition, salaries for certain elected positions, including the District Attorney and Sheriff, had not been adjusted since 2010.

The Board of Supervisors directed the CAO to update the At-Will Management Compensation Policy, including the elected department heads and Board of Supervisor

positions and new and existing positions, into a comprehensive policy and up-to-date salary survey. Following that direction, the CAO directed staff to initiate the process of updating the policy and competing a salary survey effective for the Fiscal Year 2021-2022 Budget.

The County contacted several counties in California to learn about similar policies and salary surveys and found that San Benito County had contracted with Ralph Andersen & Associates (RA&A) for a very similar study which was near completion. Staff contacted RA&A to learn more about their work with San Benito County and found the contract and scope of work was very similar in nature to what Mono County sought. Staff began discussions with RA&A and upon completion of contract negotiations, work began on updating job descriptions, the salary study, and revised policy over the winter.

DISCUSSION:

RA&A was asked to look at counties that were used in previous Mono County studies and recommend a list of counties most comparable to Mono County. A complete list of counties, methodology, analysis, and recommendations are attached in the Final Survey Report and Recommendations.

Upon completion of the Survey Report and Recommendations, the At-Will Management Compensation Policy was revised and updated. Below are the proposed changes to the most recently-approved policies (last updated in 2010):

Methodology:

- Previous at-will management compensation policies used salary data from a list of 23 counties in California. The proposed revised policy uses an optimized list of 14 counties. This method of using a smaller, more compact list of counties tightens the range of data creating more consistent outcomes of analysis.
- Previous policies provided no opportunity for the advancement of at-will employees through a “step system” such as is utilized for the County’s represented employees. The proposed policy recommends adoption of a salary matrix which includes five steps (A, B, C, D and E) at 5% increments each, through which at-will employees (but not elected officials) may advance by virtue of performance and time in grade. By creating opportunities for growth and advancement, the matrix seeks to attract and maintain skilled and qualified managers.
- Previous policies used 50th percentile salaries in the survey counties as a target. The proposed policy utilizes the 65th percentile of salaries in the surveyed counties (adjusted for internal equity) as the top step (Step E) for each position. This provides at-will employees with the opportunity to advance within their salary range to reach the 65th percentile (as adjusted) and ensures that salaries are competitive.
- Previous policies provided for a salary survey and associated adjustment every other year and a cost-of-living adjustment in intervening years. Those processes were suspended during the recession of 2008-2012 and have not been re-implemented. The revised policy provides for a salary survey every three years with no intervening cost-of-living increases.

Covered Positions:

- All at-will management positions, elected department head positions, and the position of member of the Board of Supervisors are included in the positions to be surveyed and adjusted every three years, although the salaries of members of the Board of Supervisors would only be adjusted if an ordinance making such adjustment was adopted by the Board.

Salary Matrix:

- Previous policies provided for a singular monthly salary, not a salary range. This method created difficulties during recruitments because salary offers could not be adjusted due to skill or experience. It also resulted in a lack of salary growth for existing at-will employees. The proposed policy establishes a salary range for each position with five steps (Steps A through E) to address these issues. Each step represents a 5% increase, with Step E being equal to the market rate for the position determined based on the 65th percentile of salaries from surveyed counties, adjusted for internal equity.
- Elected positions such as District Attorney, Sheriff, Assessor, and the Board of Supervisors will automatically move to Market Rate, also stated above as the 65th percentile.

Employee Performance:

- Employees must receive a performance review with results of “exceeds standards”, to be conducted in the spring (parallel to the budget process) to be eligible to move from one step to the next within their designated range.
- When an employee reaches Step E in the designated range, they become eligible to earn performance pay of up to 5% upon achieving agreed-upon goals and continuing to exceed standards as measured in their annual performance evaluation. Performance pay may be achieved every year after the employee reaches Step E, but is not automatic and must be earned anew each year.
- Elected positions such as District Attorney, Sheriff, and Assessor and members of the Board of Supervisor are not eligible for performance pay.

Components to implementing the new policy:

- Employees are moved from their current singular monthly salary into the new salary matrix to the nearest higher dollar. In some cases, an employee salary may be Step E. For others, their salaries may be closer to Step A. If the new policy and resolution are approved, the salary adjustment from current to next nearest dollar will occur July 1, 2021. The employee will remain in that initial step placement for one year. Board salaries must be adopted by ordinance and are not affected by adoption of the policy or the resolution.
- In the winter when the budget process for the next fiscal year starts, the performance review process starts as well. Upon a performance review outcome of exceeds standards (or higher) in the spring, funds will be budgeted, and the

employee will move to the next step in the matrix effective July 1, 2022. This performance review process occurs annually.

- For employees starting at Step E, the performance review timetable is the same as other non-Step E employees. If they are otherwise eligible to participate in the performance pay system, they may request approval from their supervisor and the CAO to establish performance goals that take effect July 1, 2022. Achieving such performance goals during Fiscal Year 2021/22 would make the employee eligible for performance pay July 1, 2023. This performance review process occurs annually.

Future Adjustments

- Every year, in the spring during the budgeting process, performance reviews and evaluations will take place followed by step increases or performance pay where earned. Every three years a salary study is to be performed to adjust the salary matrix.

CONCLUSION:

Regular and on-going review of positions, pay, and performance are key actions Mono County can take to ensure employees are compensated properly and performing at their highest levels. The revised at-will management compensation policy requires ongoing and regular attention to performance indicators and performance reviews and places the accountability and review of performance at a time when the annual budgeting process occurs. If the Board desires specific outcomes during an upcoming period, they can be tied directly to budget where the project or program can be funded for outcomes. The new policy hold staffs accountable as performance is reported during the annual budget process. Implementing the revised at-will management compensation policy using the 65% of market at Step E is also expected to enhance retention and recruitment of highly qualified employees.

Attachments:

Proposed Resolution adopting Management Compensation Policy
Exhibit – Management Compensation Policy
Attachment – 14-Optimized Survey Counties
2021 Salary Survey Report

Proposed Resolution adopting Salary Matrix and Adjusting Salaries
Exhibit A -Salary Matrix
Exhibit B – Base Salary Adjustment table
Cost Implementation Analysis



R21-__

**A RESOLUTION OF THE MONO COUNTY
BOARD OF SUPERVISORS ADOPTING AND
IMPLEMENTING A POLICY REGARDING COMPENSATION
OF AT-WILL AND ELECTED MANAGEMENT-LEVEL OFFICERS
AND EMPLOYEES AND SUPERSEDING AND REPLACING
PRIOR POLICIES**

WHEREAS, upon conclusion of labor negotiations with the County’s five employee bargaining units in May of 2020, the Board of Supervisors directed the County Administrative Officer (CAO) to have prepared a salary and compensation analysis of the County’s at-will and elected management-level positions and to use that information to develop an updated compensation policy for at-will management level employees and elected officials; and

WHEREAS, the salary and compensation analysis was prepared by the firm of Ralph Anderson & Associates in 2020 and early 2021 (the “**2021 Salary Survey**”); and

WHEREAS, thereafter, an updated policy regarding the compensation of at-will and elected management-level officers and employees was drafted, incorporating the methodology and findings of the 2021 Salary Survey and incorporating policy goals established by the Board of Supervisors and CAO related to employee evaluation, performance goals and advancement (the “**Management Compensation Policy**”); and

WHEREAS, the Board now wishes to adopt the updated policy and implement it as to all at-will and elected management-level officers and employees in the County in accordance with the timelines set forth therein or as soon as reasonably practicable;

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

SECTION ONE: The *Mono County Policy Regarding Compensation of At-Will and Elected Management-Level Officers and Employees* (“Management Compensation Policy”) attached hereto as an exhibit and incorporated by this reference is hereby approved and adopted and shall supersede and replace, in its entirety, the Management Level Officers and At-Will Employees Compensation Policy most recently amended by Board of Supervisors Resolution R10-74.

SECTION TWO: The County Administrative Officer, in conjunction with the Finance Director and department heads shall administer the Management Compensation Policy to effectuate the stated goal, inter alia, of providing a fair, consistent, long-term approach to compensating the County’s at-will management-level officers and employees.

1 **PASSED, APPROVED** and **ADOPTED** this 15th day of June, 2021, by the following
2 vote, to wit:

3 **AYES:**

4 **NOES:**

5 **ABSENT:**

6 **ABSTAIN:**

7
8
9
10 _____
Jennifer Kreitz, Chair
Mono County Board of Supervisors

11
12 **ATTEST:**

13
14
15 **APPROVED AS TO FORM:**

16 _____
Clerk of the Board

17
18
19 _____
County Counsel

**MONO COUNTY POLICY REGARDING
COMPENSATION OF AT-WILL AND ELECTED MANAGEMENT-LEVEL
OFFICERS AND EMPLOYEES
Adopted June 15, 2021**

I. INTRODUCTION

The purpose of this policy is to provide a fair, consistent, long-term approach to compensating the County's at-will management-level officers and employees and to remain competitive in the marketplace in order to attract and retain high quality employees. Under this policy, covered positions will be compensated at a level equal to at least the 65th percentile salary, taking into consideration internal equity, of the surveyed counties when they reach Step E in the Salary Matrix. A salary survey of these positions will occur every three years in January (the first was conducted in January 2021, the next will occur in January 2024 and so on) to maintain the 65th percentile/internal equity market position objective and to account for any increases in the cost-of-living during the years between surveys. In the event that conduct of the triennial survey is delayed for any reason, it shall be commenced as soon as reasonably practicable. Under this policy appointed (non-elected) employees, upon reaching Step E on the matrix, may also earn temporary, additional "performance pay" as an incentive for rendering high levels of exemplary service to the County in accordance with pre-established standards and goals. (NOTE: Performance-based pay is not available to elected officials.)

II. DEFINITIONS

For the purposes of this policy, the following definitions shall apply:

- A. Covered Position. At-will management-level positions, including elected positions, of Mono County that are covered by this policy. See Section III.
- B. Base Salary. Base Salary means minimum salary. Base Salary does not include the value of any non-monetary benefits nor any additional amounts paid or reimbursed by the County as part of an individual's compensation package, such as automobile allowance, cell-phone allowance, membership dues, or travel and educational expenses.
- C. Control-point Salary. The raw (unadjusted) salary data obtained from surveying positions at comparable counties. Control-point salaries may be adjusted as needed to ensure internal equity to arrive at "Market Salary" for a position.
- D. Department Head. Department Heads include the following appointed and elected officials: Director of Animal Services, Assessor, Director of Behavioral Health, County Administrative Officer, Clerk-Recorder/Registrar of Voters, County Counsel, Director of Community Development, District Attorney, Director of Economic Development, Director of Finance, Director of Information Technology, Chief of Emergency Medical Services, Chief Probation Officer, Director of Public Health, Sheriff, Director of Public Works, Director of Social Services and any other department head position which may be created by the County while this policy is in effect.

- E. Elected Official. Elected Official means members of the Board of Supervisors, the District Attorney, Assessor and Sheriff.
- F. Market Salary. Market salary means the salary, by position, determined by calculating the 65th percentile of salary among the surveyed counties and adjusting that amount if needed to obtain internal equity among positions at Mono County.
- G. Salary Matrix. Salary Matrix is a chart or graph showing Base Salaries (range which are vertical rows and steps which are the horizontal columns) for at-will management level positions adopted by resolution of the Board of Supervisors.

III. COVERED POSITIONS

- A. When this policy is fully implemented, it will apply to the following County positions (Covered Positions), except as otherwise provided in the policy:
 - i. Appointed and elected department head positions; and
 - ii. At-will management-level deputy and assistant department head positions; and
 - iii. All other at-will positions; and
 - iv. The position of member of the Board of Supervisors, except that any changes to the salaries paid to members of the Board of Supervisors must be adopted by ordinance and are not effective unless and until such ordinance is adopted and takes effect.
- B. On a case-by-case basis as determined by the Board of Supervisors this policy shall not apply to any position, the duties or work of which generally demand fewer than 40 hours of personal time per week; to any independent contractor; nor to any person who serves the County pursuant to a contract with another public agency. The Board of Supervisors may, in its discretion, extend or otherwise apply any of the principles of this policy to positions other than those described above.

IV. SALARY SURVEY

- A. Survey Counties. Every three years in January, commencing in January of 2024, the County shall survey the salaries of covered positions in the following fourteen counties: Inyo, Amador, Calaveras, Nevada, Tuolumne, Yuba, Sutter, Mariposa, Colusa, Madera, San Benito, Tehama, Trinity, and Siskiyou (see Exhibit A: Survey Agencies – 14 Optimized). In the event that the triennial salary survey is not completed in January in any given year, it shall be completed as soon as reasonably practicable thereafter. The Board may, in its sole discretion, substitute other counties for any of those listed above or add to or delete from this list, as appropriate, to sustain optimized and relevant comparisons for future surveys.
- B. Survey Methodology and Assumptions. Positions in surveyed counties with similar or identical titles to covered positions in Mono County shall be conclusively presumed to be fair and reasonable comparisons to Mono County positions, regardless of any actual differences in duties,

responsibilities, skill level, level of effort or other factor. These survey salaries are referred to in this policy as “control-point salaries”. Other positions may be included in future surveys for comparison in the discretion of the CAO based on best human resources practices at the time of the survey, and as new information or clarity emerges regarding position duties, titles, or responsibilities.

- C. Adjustment for PERS Contributions. The practices of comparable counties related to employee/er PERS contributions shall be considered in order to most fairly and equitably compare the Base Salaries in those counties to Base Salaries in Mono.
- D. Determination of 65th Percentile and Market Salary. The 65th percentile salary of position comparables among the survey agencies will be calculated by using the “Percentile” function in a spreadsheet such as Microsoft Excel. (See e.g., 2021 Mono County At-Will Salary Survey Report) and then adjusted to take into account internal equity considerations, where needed, to determine Market Salary.
- E. Establishing Steps within Ranges. There shall be a five-step salary range for each non-elected at-will position (i.e., Steps A, B, C, D, and E), with five percent (5%) between each step. (The top Step E shall be equal to the Market Salary.) There are no steps for elected positions.
- F. Salary Range Structure. Base Salaries for at-will non-elected positions will be managed using a Salary Matrix adopted by the Board of Supervisors and administered by the county. The Salary Matrix shall include position titles and Base Salary for each salary range and for each step in the five-step series. Step E shall be equivalent to Market Salary for each position.
- G. Position Placement in Salary Matrix. Covered Positions shall be assigned to the Salary Matrix based on: 1) survey data for market benchmark jobs; and/or 2) appropriate internal salary alignments that considers salary compaction and relative job value using relevant compensable factors.
- H. Initial Salaries. In order to integrate employees into the Salary Matrix, current salaries for non-elected at-will management level positions shall be adjusted, by resolution of the Board of Supervisors, to align with the Step (A, B, C, D or E) which is nearest to, but not less than, the current salary for the position.
- I. Salaries for Elected Officials. Salaries for elected Department Head positions (Assessor, District Attorney and Sheriff) shall be set by resolution at Market Salary (Step E) and shall not be subject to adjustment except for triennially based on a salary survey and corresponding adjustment to the Salary Matrix. Any adjustments to the salary for the position of member of the Board of Supervisors or the position of Board Chair to bring those salaries to the Market Salary shall be adopted, if at all, by ordinance.

V. ONGOING IMPLEMENTATION

- A. Adjustments to the Matrix following a Salary Survey. On or about July 1st following a triennial January salary survey, the County shall adjust the Salary Matrix to reflect changes in Base Salary

resulting from the survey. Positions which the survey results indicate are 2.5% or more below market will be adjusted to the nearest higher range. Positions which the survey results indicate are less than 2.5% below market shall not be adjusted. If the range for a position changes as a result of a salary survey and Salary Matrix adjustment, incumbent employees shall be placed at the step in the new range that is closest to, but no less than, their current salary.

Examples:

If a salary survey determines that a position is two percent (2%) below the market, then the position will remain at the current range. If a salary survey determines that a position is four percent (4%) below market, then the position will be adjusted to the next higher range. If a salary survey determines that a position is six percent (6%) below the market, then the position will be adjusted to the next higher range (which would be a five percent (5%) increase). If a salary survey determines that a position is eight percent (8%) below market, then the position will be adjusted to the range that is two ranges higher. These examples assume a five percent (5%) differential between ranges.

Any changes to the salaries of members of the Board of Supervisors shall be implemented by Ordinance.

B. Movement Between Steps. Movement from one step to the next in the Salary Matrix is dependent on the employee exceeding standards for their position as identified in their annual evaluation. Performance will be reviewed by the employee's supervisor in the spring during the annual budget process. Upon achieving a score that exceeds standards, an employee's Base Salary will move to the next step effective July 1st and so on until the employee reaches Step E. It is the employee's responsibility to maintain performance that exceeds standards. Failure to do so will result in the employee not advancing upward in the Salary Matrix for their position.

C. PERFORMANCE GOALS AND PAY – applicable only to Non-Elected Employees

A. Amount. For appointed (i.e., non-elected) at-will management-level employees who have reached Step E of the range for their position and whose performance exceeds standards for their position as identified in their annual evaluation, the County may temporarily pay up to five percent (5%) of the employee's Base Salary, in addition to the Step E compensation, as an incentive for the employee to achieve established performance goals. Elected officials (Board of Supervisors, District Attorney, Assessor and Sheriff) are not eligible to receive performance pay.

B. Establishment of Performance Goals. Performance goals shall be specific, measurable, achievable, relevant, timely and relate to the objectives articulated in the County's strategic plan. In determining goals, as set forth below, a numerical value expressed as a percentage of the employee's pay from one percent (1%) to five percent (5%) shall be assigned to the successful completion of all agreed-upon goals, depending upon the degree of difficulty. The maximum potential value of an employee's goals shall be determined at the beginning of the performance period in the form of an executed agreement between the employee and the CAO (or Board in the case of the County Counsel and CAO). Goals shall be set as follows:

- a. ***For the County Counsel and CAO*** – The Board may establish performance goals for the CAO and the County Counsel when the incumbents in those positions have achieved Step E, respectively. The Board shall consult with the CAO and County Counsel regarding appropriate goals and such goals, if established, should be in place no later than July 1st.
 - b. ***For Department Heads*** – The CAO may establish performance goals for all non-elected Department Heads who are then at Step E, except the CAO and County Counsel. The CAO shall consult with the affected Department Head regarding appropriate goals and, in the CAO’s discretion, obtain input from the Board of Supervisors. In the case of the Chief Probation Officer, the CAO may additionally consult with the Superior Court Judge. Such goals, if established, should be in place no later than July 1st.
 - c. ***For At-Will Employees Reporting to the County Counsel or an Elected Department Head*** – The County Counsel and elected Department Heads shall establish performance goals for at-will employees within their respective departments who are then at Step E. Goals shall be developed in consultation with the employee and, if established, should be in place no later than July 1st.
 - d. ***For At-Will Employees Reporting to a Department Head*** – The relevant Department Head and the CAO shall establish performance goals for at-will employees reporting to that respective Department Head who are then at Step E. The CAO and the Department Head shall obtain input from the employee regarding goals and such goals, if established, should be in place no later than July 1st.
- C. **Performance Period.** The performance period shall be one year, commencing on the date the goals are established (i.e., July 1st) and terminating on June 30th of the following year. Performance goals must be completed, and the employee must have exceeded standards, as reflected in his or her annual evaluation, during the performance period in order to qualify for performance pay.
- D. **Evaluation of Achievement.** Whether performance goals have been achieved, and to what degree they have been achieved, shall be determined in the sole discretion of the CAO (or the Board of Supervisors for the CAO or County Counsel) at the end of the performance period. Supervisors shall continue to determine whether the employee has exceeded standards during the performance period through the annual evaluation process.
- a. **Amount of Performance Pay.** Except as provided below, the amount of performance pay achieved between one half of one percent (0.5%) and five percent (5%) of the employee’s Base Salary, shall be determined based on an assessment of the following factors:
 - i. the level of achievement;
 - ii. the weight assigned to the goal(s); and
 - iii. the maximum amount allowed for achievement of the specified goals.
 - b. **Person Responsible for Determining.** The above determination shall be made by the CAO in the case of Department Heads and by the Board of Supervisors in the case of the County Counsel and CAO. In the case of at-will employees not reporting to the CAO, the

Department Head shall make a recommendation to the CAO, who shall have ultimate authority to approve, modify or deny.

- c. Method and Duration. Performance pay shall be paid in a single lump sum at or near the end of July of the year following the performance period. Performance pay must be earned and granted in future years (if ever) in accordance with this policy.

Example:

When a Covered Employee achieves Step E, they become eligible for performance pay. As the budget process begins, having achieved Step E and exceeded standards the prior year, the employee and CAO (or CAO and Department Head) determine and agree on the following year's performance goals, in addition to regular duties, for the upcoming year to start July 1st. During that twelve-month period, the employee works to maintain performance that exceeds standards and to achieve the agreed upon performance goals. Employee performance is reviewed in the spring, during the budget process, to determine if performance exceeds standards and performance goals were achieved, and to what degree.

- E. No Limitation. Nothing shall limit or dictate the number of times during an employee's tenure performance pay may be earned. The County hopes and expects that all eligible employees will strive to earn performance pay every year.

VI. COST OF LIVING ADJUSTMENT

There will be no cost-of-living adjustments for Covered Positions under this policy during the years between salary surveys or during salary survey years, and this policy supersedes and replaces any COLAs for at-will or elected employees and officials set forth in Resolution R20-57. The County's commitment to provide regular salary surveys and its use of the 65th percentile market position measure (adjusted to ensure internal equity) provide a basis for maintaining the Salary Matrix and achieving the goals of fair compensation, retention and recruitment.

VII. IMPLEMENTATION

This policy includes three distinct components, which will be implemented on a staggered timeline. Those components are: (1) determine Market Salary equal to the 65th percentile salary of the surveyed counties for each position adjusted for internal equity and establish the range and step for each position; (2) move the current Base Salary for covered employees to the next full step as shown on the Salary Matrix, and (3) implement the potential to earn performance pay based on achievement of specified goals. At the earliest, the County intends to implement these policy elements as follows:

- “ Increase covered employees' current monthly salaries to the step in the Salary Matrix that is closest to their current salary, effective July 1, 2021.
- “ Increase elected officials' (excluding the Board of Supervisors) current monthly salaries to E step on the Salary Matrix (Market Salary), effective July 1, 2021.
- “ Move compensation for covered employees and elected officials (excluding members of the Board of Supervisors and elected Department Heads) who have been evaluated by their

supervisor and found to exceed standards to the next full step in the matrix effective July 1, 2022, and each July 1 thereafter until Step E is reached.

- “ Establish performance goals for covered employees (excluding elected officials) at Step E, effective July 1, 2022.
- “ Allow for the discretionary grant of performance pay for covered employees (excluding elected officials), effective July 1, 2023.

Exhibit A: List of Survey Agencies – 14 Optimized

Exhibit A - Optimized 2021 Survey Agencies

Survey Agency	Total 2019 Pop	Unincorp 2019 Pop	Square Miles	Driving Distance	Total EEs (2018)	2019 Assessed Value	Total 2019 Revenues	Total 2019 Expenditures	ERI COL	ERI Wage	Median Household Income (2017)	Unemp. Rate (2018)	County Seat
Mono	13,616	5,612	3,103	0	363	\$6.1 Bil	\$65.8 Mil	\$66.2 Mil	100.0	100.0	60,318	3.8%	Bridgeport
Inyo	18,593	14,694	10,097	132	511	\$4.6 Bil	\$84.9 Mil	\$78.1 Mil	100.0	100.0	53,528	3.9%	Independence
Amador	38,294	21,774	601	153	494	\$5.3 Bil	\$91.9 Mil	\$82.4 Mil	N/A	N/A	60,588	4.0%	Jackson
Calaveras	45,117	41,277	1,036	168	760	\$7.3 Bil	\$105.9 Mil	\$138.2 Mil	96.8	102.3	58,536	4.0%	San Andreas
Nevada	98,904	66,579	992	171	1,003	\$19.5 Bil	\$198.4 Mil	\$192.6 Mil	112.8	100.9	64,901	3.5%	Nevada City
Tuolumne	54,590	49,713	2,293	196	891	\$7.5 Bil	\$176.2 Mil	\$183.3 Mil	102.3	101.4	58,776	4.6%	Sonora
Yuba	77,916	61,586	639	208	997	\$6.0 Bil	\$223.3 Mil	\$194.8 Mil	90.5	100.9	53,822	6.4%	Marysville
Sutter	97,490	21,114	607	232	1,153	\$9.9 Bil	\$236.0 Mil	\$234.8 Mil	102.0	100.1	54,102	7.5%	Yuba City
Mariposa	18,068	18,068	1,461	247	637	\$2.4 Bil	\$82.9 Mil	\$86.9 Mil	106.4	100.9	52,387	5.3%	Mariposa
Colusa	22,117	10,335	1,156	255	453	\$4.1 Bil	\$66.2 Mil	\$62.8 Mil	97.9	97.8	53,595	12.9%	Colusa
Madera	159,536	74,375	2,147	294	1,692	\$14.9 Bil	\$305.6 Mil	\$298.2 Mil	95.5	100.3	50,783	7.0%	Madera
San Benito	62,296	20,066	1,397	304	607	\$8.6 Bil	\$106.1 Mil	\$106.1 Mil	119.0	116.2	77,200	5.1%	Hollister
Tehama	64,387	42,136	2,976	320	976	\$5.8 Bil	\$141.1 Mil	\$143.4 Mil	99.5	98.2	41,819	5.7%	Red Bluff
Trinity	13,688	13,688	3,223	353	368	\$1.7 Bil	\$60.1 Mil	\$58.0 Mil	97.8	99.5	40,676	5.7%	Weaverville
Siskiyou	44,584	24,530	6,318	366	794	\$5.0 Bil	\$112.6 Mil	\$113.5 Mil	96.5	100.1	44,013	6.7%	Yreka

Data Sources:

Population - CA Dept of Finance; 2018
 Distance - Google Maps
 County Demographics - CSAC

Revenues/Expenditures - CA State Controller; 2019
 Cost of Living/Wage Index - Economic Research Institute; December 2019



Salary Survey Report At-Will Management Jobs

Mono County

TABLE OF CONTENTS

CONTENTS

TABLE OF CONTENTS	1
SECTION I PROJECT OVERVIEW	2
EFFECTIVE COMPENSATION PLANS.....	2
STUDY OBJECTIVES	2
SECTION II COMPENSATION METHODOLOGIES	3
WHY MARKET SURVEYS?.....	3
LABOR MARKET SURVEY AGENCIES	3
MARKET DATA COLLECTION PROCESS	5
SURVEY JOB CLASSIFICATIONS & MARKET BENCHMARKS	5
POINT OF COMPARISON	6
SECTION III COMPENSATION FINDINGS	7
LABOR MARKET POSITION	7
BASE SALARY SURVEY RESULTS	7
SALARY RANGE STRUCTURES	9
SECTION IV SALARY RANGE RECOMMENDATIONS	10
APPENDIX A SURVEY DATASHEETS	A-1
APPENDIX B SALARY RANGE RECOMMENDATIONS	B-1
APPENDIX C SALARY MATRIX	C-1

SECTION I PROJECT OVERVIEW

Ralph Andersen & Associates was retained by Mono County to conduct a Compensation Study involving all County at-will management-level job classifications. This report presents the results of the study through the following sections:

- Section I – Project Overview
- Section II – Compensation Methodologies
- Section III – Compensation Survey Findings
- Section IV – Salary Range Recommendations
- Appendices – Detailed recommendations and market data.

The methodologies described in this report are similar to those used for any public or private employer, with a customized approach to fit the location and nature of services of Mono County.

EFFECTIVE COMPENSATION PLANS

The County's compensation plan is one of the most important elements in its human resources system. Combining a sound compensation system with an effective classification system contributes to the overall effectiveness of an organization. In broad terms, the County's compensation plan should:

- Ensure that the County can attract and retain well-qualified employees by anchoring the compensation plan to the salary and benefit practices of comparable employers
- Provide a defensible and rational basis for compensating employees
- Allow flexibility and adaptability for making County compensation decisions based on changing market conditions
- Recognize the County's responsibility as a public agency in establishing a pay plan that is consistent with public practices.

Policy decisions resulting from the compensation study will ultimately balance the above goals with the County's ability to pay and other budget priorities.

STUDY OBJECTIVES

Based on the identified needs of the County, this study was designed to achieve the following objectives:

- Select comparable employers to facilitate a custom market survey
- Collect and analyze salary and benefit data to understand market compensation trends
- Analyze the market data and document comparisons with the County's compensation plan
- Conduct an analysis of internal salary relationships including vertical (compaction) and horizontal pay relationships among similar jobs
- Develop salary range recommendations using market survey benchmarks and internal alignments.

The primary objective of the compensation survey and subsequent analysis is to identify compensation trends in the labor market and recommend adjustments to the County's salary ranges to best fit those trends.

SECTION II COMPENSATION METHODOLOGIES

This section provides an overview of the methodologies that have been used to conduct the compensation analyses and develop specific recommendations. Specific methods and systems presented include:

- Why Market Surveys?
- Labor Market Survey Agencies
- Labor Market Position
- Market Data Collection Process
- Point of Comparison.

All methodologies used by *Ralph Andersen & Associates* are consistent with established professional standards and methodologies of compensation.

WHY MARKET SURVEYS?

Compensation surveys are an effective tool for compensation professionals to utilize in assessing an employer's competitiveness with labor conditions and market practices. Survey data is necessary because labor markets are constantly changing in response to the availability of skills/experience and fluctuations in economic conditions. These changes can vary among regions and across industries and employer types. Thus, an effective survey will provide data that closely reflects market conditions that the employer is competing against. Survey data is important for the following reasons:

- Detailed data allows an employer to anticipate changing market conditions and understand what peer employers are doing with respect to compensation.
- Market data allows an employer to be deliberate in making compensation related decisions by reducing guesses or reliance on indexes that may not reflect real market conditions.
- Survey data can provide defensibility and transparency for employees and other stakeholders.

At a minimum, survey data can help an employer reduce undesired employee turnover and optimize the ability to hire employees when filling vacant positions. The use of labor market data is a common practice in both public and private employers.

LABOR MARKET SURVEY AGENCIES

One of the most important policy components of a compensation plan is a definition of the labor market within which the County must compete. There are typically five important criteria utilized in identifying those employers that comprise an agency's labor market. They are:

- **Historical Practices** — Over time, an employer will develop some level of continuity regarding labor market comparables for the purposes of conducting compensation surveys. There may be a strong history of surveying a specific set of employers either by agreement or by practice. In some instances, survey agencies can be more formally defined by policy documents or memorandums of understanding. Survey agencies can be specifically identified, or they can be defined by characteristics such as size or proximity. Historical practices are an important consideration if for no other reason than deviating from historical practices typically requires sufficient reasoning.
- **Nature of Services Provided** — In order to ensure comparable jobs are found when conducting a market survey, it is important to utilize employers that provide similar services to Mono County. Employers who

provide similar services are most likely to compete with one another for employees and may have similar organizational and operational characteristics. This factor typically eliminates the use of private sector employers since few comparable jobs exist within these types of employers. The optimal agencies to use in this survey include counties.

- **Geographic Proximity** — Geographic proximity of potential employers is one of the most important factors utilized in identifying an organization’s labor market. This factor is particularly useful because it identifies those employers that directly compete with Mono County to recruit and retain personnel. Since county governments are regional, a wider state-wide market must be considered to find comparable counties in addition to adjacent counties.
- **Employer Size** — As a rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. The size of the survey agencies can most easily be measured by expenditures, revenues, population served, assessed value, number of employees, and similar characteristics.
- **Economic Similarity** — While there are a number of economic factors that can be compared among counties. Our analysis included composite cost of living and relative wages (using indexes provided by the Economic Research Institute), Median Household Income, and Unemployment Rate. For the ERI indexes, counties showing an index above 100 indicate locations that have a higher cost of living (or relative wage) and indexes below 100 indicate a lower cost of living (or relative wage).

Recognizing the County’s historical practice of surveying 23 California counties, one of the study objectives was to optimize and refine the list of survey agencies to a more management number based on the criteria described above. Our analysis balanced distance, size, and economic characteristics and resulted in a list of 14 counties as shown in the table below.

Survey Agency	Total 2019 Pop	Unincorp 2019 Pop	Square Miles	Driving Distance	Total EEs (2018)	2019 Assessed Value	Total 2019 Revenues	Total 2019 Expenditures	ERI COL	ERI Wage	Median Household Income (2017)	Unemp. Rate (2018)
Mono	13,616	5,612	3,103	0	363	\$6.1 Bil	\$65.8 Mil	\$66.2 Mil	100.0	100.0	60,318	3.8%
Inyo	18,593	14,694	10,097	132	511	\$4.6 Bil	\$84.9 Mil	\$78.1 Mil	100.0	100.0	53,528	3.9%
Amador	38,294	21,774	601	153	494	\$5.3 Bil	\$91.9 Mil	\$82.4 Mil	N/A	N/A	60,588	4.0%
Calaveras	45,117	41,277	1,036	168	760	\$7.3 Bil	\$105.9 Mil	\$138.2 Mil	96.8	102.3	58,536	4.0%
Nevada	98,904	66,579	992	171	1,003	\$19.5 Bil	\$198.4 Mil	\$192.6 Mil	112.8	100.9	64,901	3.5%
Tuolumne	54,590	49,713	2,293	196	891	\$7.5 Bil	\$176.2 Mil	\$183.3 Mil	102.3	101.4	58,776	4.6%
Yuba	77,916	61,586	639	208	997	\$6.0 Bil	\$223.3 Mil	\$194.8 Mil	90.5	100.9	53,822	6.4%
Sutter	97,490	21,114	607	232	1,153	\$9.9 Bil	\$236.0 Mil	\$234.8 Mil	102.0	100.1	54,102	7.5%
Mariposa	18,068	18,068	1,461	247	637	\$2.4 Bil	\$82.9 Mil	\$86.9 Mil	106.4	100.9	52,387	5.3%
Colusa	22,117	10,335	1,156	255	453	\$4.1 Bil	\$66.2 Mil	\$62.8 Mil	97.9	97.8	53,595	12.9%
Madera	159,536	74,375	2,147	294	1,692	\$14.9 Bil	\$305.6 Mil	\$298.2 Mil	95.5	100.3	50,783	7.0%
San Benito	62,296	20,066	1,397	304	607	\$8.6 Bil	\$106.1 Mil	\$106.1 Mil	119.0	116.2	77,200	5.1%
Tehama	64,387	42,136	2,976	320	976	\$5.8 Bil	\$141.1 Mil	\$143.4 Mil	99.5	98.2	41,819	5.7%
Trinity	13,688	13,688	3,223	353	368	\$1.7 Bil	\$60.1 Mil	\$58.0 Mil	97.8	99.5	40,676	5.7%
Siskiyou	44,584	24,530	6,318	366	794	\$5.0 Bil	\$112.6 Mil	\$113.5 Mil	96.5	100.1	44,013	6.7%

Data Sources:

Population - CA Dept of Finance; 2018

Distance - Google Maps

County Demographics - CSAC

Revenues/Expenditures - CA State Controller; 2019

Cost of Living/Wage Index - Economic Research Institute; December 2019

MARKET DATA COLLECTION PROCESS

To ensure reliability and completeness, survey data was collected according to a structured methodology. In conducting the compensation survey, the following specific steps were taken:

- Survey employers were contacted to confirm participation and to request background information including current salary schedules, job descriptions, benefit information, position control documents, and organizational charts
- Source documents were analyzed for each survey agency in order to determine comparability issues and obtain salary/benefit data
- Follow-up discussions were conducted by e-mail and telephone to verify and clarify the data to ensure accuracy and comparability
- Further research and review of issues was completed based on comments and questions from the County's managers.

Throughout the data collection process, careful efforts were made to document the full range of duties and requirements of all job classes as compared to the County's corresponding survey jobs.

When conducting labor market surveys, one of the most important objectives is to ensure that the labor market data is sufficiently comparable to County jobs while also serving as a strong indicator of market trends. Since the purpose of the labor market analysis is to identify general wage trends with other agencies, broad comparability guidelines are used when collecting data. If the comparability guidelines are too narrow, then insufficient market data will be found.

Common comparability criteria include similar core functional duties, education/skill requirements, certifications, level of duties, resource responsibility, and scope of supervisory and management duties. It is not as critical for all job duties to be the same or for the number of employees in those jobs to be the same. Furthermore, it is not essential that comparable market jobs use the same equipment, have the same workload, or work in an identical facility. While *Ralph Andersen & Associates* has been careful not to include outlier job comparisons, there will be some variability in the job matches. In some instances, a comparable market job may exceed the responsibilities and duties of the County's job and in other cases, the market job may perform duties at a slightly lower level. Overall, the market comparabilities are intended to provide a balanced indication of market trends (matches that are a mix of higher, lower, similar roles and responsibilities).

The survey data contains job matches that are sufficiently comparable based on the professional judgment of *Ralph Andersen & Associates*. Wherever possible, job matches are supported by documentation received from the survey agencies. While job descriptions served as a starting point for all comparability assessments, they were not the sole source of information used to establish job matches. Job descriptions can be unreliable (particularly if they are outdated), not every agency has the same level of detail in their job descriptions, and many agencies may not have the same philosophy in establishing minimum qualifications.

The term "No Comparable Class" has been used to indicate instances where 1) a job does not exist within the survey agency, 2) the level of responsibilities/duties are not sufficiently comparable, or 3) the comparable job duties are spread among several job classifications, none of which are an adequate job match to the survey job.

SURVEY JOB CLASSIFICATIONS & MARKET BENCHMARKS

The compensation survey was initiated by surveying 90 County job titles. Of the 43 survey jobs, insufficient data was found for three job classifications. In order to assess market trends, at least **three** job matches are required to conduct a statistical analysis. Ideally, data should have at least six matches. Of the remaining 40 jobs where

sufficient data was available, some data was not used for establishing salary range adjustments (benchmarking) due to excessive data variability, unbalanced samples, or because the consultants determined an internal salary relationship was more important than the market data. This process is described in more detail in Section IV of this report.

POINT OF COMPARISON

When comparing County salaries with market agencies, it is important to establish a consistent point of comparison. Since most of the survey agencies used in the market study utilize a variety of pay range structures, a critical review was needed to find the best salary range reference point. In all instances, the range maximum (excluding narrowly used performance maximums) has been used as the primary comparison point. This essentially serves as the range control point since employees will progress through the salary range to the range maximum over a relatively short period of time. Salary range comparisons do not include additional performance-based portions of the pay range nor do they include longevity payments (these are included in the benefits analysis). A summary of the pay range structures for the 14 survey agencies is provided below.

County	Employee Group	Type of Range	# of Steps	% Spread	Added Longevity	Added Merit
Mono	Management	Flat Rate				
Amador	Elec, Mgmt, MM	Flat Rate	--	--		
	All Other	Steps	5	21.5%		
Calaveras	Elec & Appt	Flat Rate	--	--		
	All Other	Steps	5	21.6%		
Colusa	Elected	Steps	6	28.1%		
	All Other	Steps	6	28.1%		20.0%
Inyo	Elec & Appt	Flat Rate	--	--		
	Sworn	Steps	6	27.7%		
	Misc	Steps	5	21.5%		
Madera	Elected	Open Range	--	10.0%		
	All Other	Steps	5	21.5%		
Mariposa	Elec & Appt	Flat Rate	--	--		
	All Others	Steps	5	21.6%		
Nevada	Elec & Appt	Flat Rate	--	--		
	All Others	Steps	5	22.1%		
San Benito	CAO	Steps	2	5.0%		
	All Others	Steps	7	34.0%		
Siskiyou	Elec & some Appt DH	Flat Rate	--	--		
	Some Appt DH, Asst DH & Conf	Steps	5	21.5%	5.0%	
	OESC	Steps	5	21.5%	2.5%	
	Sheriff Mgmt & DSA	Steps	5	21.5%	7.0%	
Sutter	Elected	Flat Rate	--	--	15.0%	
	Most Units	Steps	5	21.7%	15.0%	
	Law Enf Units	Steps	8	41.8%	6.0%	
Tehama	Elec & some Appt DH	Flat Rate	--	--		
	All Others	Steps	5	21.8%	5.0%	
Trinity	CAO	Flat Rate	--	--		
	All Others	Steps	7	34.0%		
Tuolumne	Elected	Flat Rate	--	--		
	All Others	Steps	5	22.1%		
Yuba	All	Steps	5	21.6%	30.0%	

SECTION III COMPENSATION FINDINGS

This section of the report documents the key findings and observations resulting from the consultant's compensation survey and data analyses. The focus of the compensation analysis is to identify significant differences in the pay practices of the County as compared to the survey agencies.

LABOR MARKET POSITION

Depending on the policy objectives as well as recruitment and retention needs, most public agencies will establish a market position between the median (50th percentile) and 75th percentile of comparable agencies. Establishing a labor market position will primarily be driven by an organization's recruitment and retention objectives. Anchoring a pay plan to a higher market position will result in better qualified applicants for vacant positions and will reduce employee turnover, the cost of which (recruitment, training, and assimilation) can be significant.

Important elements to consider when deciding on a market position include the following:

- Historical practices
- Recruitment and retention/turnover objectives to ensure optimal and efficient service delivery
- The County's ability to sustain and pay for compensation and benefits
- Comparability of the survey agencies (size, cost of living differences, etc.).

The above considerations were discussed once preliminary survey data was obtained and analyzed so that the County understood its current relative market position compared to the survey agencies. Based on direction provided by the County, the survey data has been analyzed and presented using the market 65th percentile. This statistic is best computed using spreadsheet applications and represents a point in the market that is equal to above 65 percent of the survey comparables (with 35% of the survey data paying above this point).

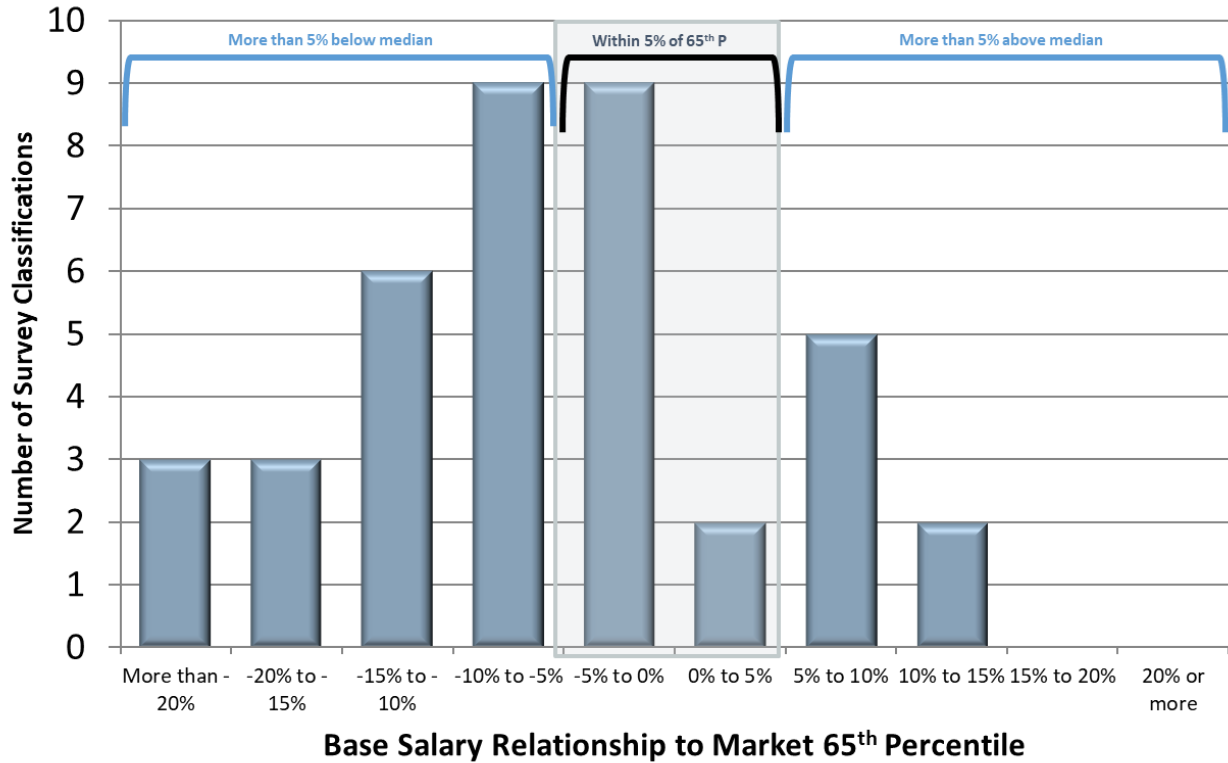
BASE SALARY SURVEY RESULTS

As a starting point, the consultants analyzed base salary ranges (excluding benefits) between the County and the survey agencies. Survey agency data is captured by referencing the statistical 65th percentile of the survey sample in order to identify market trends. A summary of the salary survey is shown in the following graphs for 59 survey job classifications. The graphs shows the 39 survey jobs and their percentage market deviation to the 65th percentile of the survey agencies in 5% increments (0% to 5% above/below 65th percentile, 5% to 10% above/below 65th Percentile, etc.).

As indicated in the graph below, a majority of the survey jobs are within 5% of the market 65th percentile. As shown in the graph:

- 3 jobs are more than 20% below 65th percentile
- 3 jobs are between 15% and 20% below 65th percentile
- 6 jobs are between 10% and 15% below 65th percentile
- 9 jobs are between 5% and 10% below 65th percentile
- 11 jobs (two bars) are within 5% of 65th percentile
- 5 jobs are 5% to 10% above 65th percentile
- 2 jobs are more than 10% above 65th percentile

On average, the County's salaries are at the 52nd percentile of the market.



The following table provides a detailed summary of the market survey for the 43 survey jobs (see Appendix A for data sheets) and includes:

- The job title surveyed
- The County’s current salary (the County does not utilize salary ranges)
- The number of observations (matches), not including County data
- The 65th Percentile of comparable range maximums for comparable jobs
- The percentage deviation between the County’s current salary range maximum and the 65th Percentile with negative numbers showing a position below 65th percentile and positive numbers showing a position above 65th percentile
- The percentile rank of the survey job compared to the market comparables.

Class Title	Current Salary	# of Obs.	Market 65th P	% +/- 65th P	Percentile
Animal Services Director	Drift	8	6,956	--	--
Assessor	10,325	11	10,853	-5.1%	53
Assistant Assessor	8,991	14	9,994	-11.2%	54
Assistant Clerk Recorder Registrar of Voters	7,572	14	8,182	-8.0%	36
Assistant County Administrative Officer	12,500	6	15,827	-26.6%	15
Assistant County Counsel	11,007	11	11,937	-8.5%	20
Assistant Director of Finance	9,293	14	9,988	-7.5%	57
Assistant District Attorney	11,006	13	11,996	-9.0%	25
Assistant to the CAO	7,573	10	7,980	-5.4%	57
Board Member	4,109	14	4,792	-16.6%	30
Chief Probation Officer	11,014	14	12,699	-15.3%	23
Clerk/Recorder/Registrar/Clerk of the Board	9,981	13	9,990	-0.1%	65
Community Development Director	11,014	14	12,551	-14.0%	36

Class Title	Current Salary	# of Obs.	Market 65th P	% +/- 65th P	Percentile
County Administrative Officer	15,000	14	17,403	-16.0%	19
County Counsel	15,488	12	16,909	-9.2%	52
County Engineer	10,502	4	10,821	-3.0%	29
DA Chief Investigator	10,094	9	8,999	10.9%	71
DA Investigator II	8,640	14	7,993	7.5%	75
Deputy County Counsel II	9,211	9	9,457	-2.7%	57
Deputy County Counsel III	9,790	11	10,152	-3.7%	57
Deputy District Attorney III	10,108	14	10,402	-2.9%	57
Director of Behavioral Health	11,014	13	12,212	-10.9%	47
Director of Finance	12,532	14	12,610	-0.6%	65
District Attorney	13,106	14	14,456	-10.3%	48
Economic Development Director	9,981	1	I.D.	--	--
Economic Development Manager	7,571	0	I.D.	--	--
EMS Chief	10,325	2	I.D.	--	--
Environmental Health Manager	9,363	14	9,071	3.1%	80
HR Director	10,756	13	10,976	-2.0%	57
Information Technology Director	12,906	12	12,222	5.3%	76
Operations and Program Supervisor	6,812	12	6,149	9.7%	83
Parks and Facilities Superintendent	8,604	11	8,139	5.4%	74
Public Health Director	11,014	13	11,071	-0.5%	64
Public Health Officer	18,200	10	18,761	-3.1%	55
Public Works Director/Dir of Road Operations	12,046	13	13,532	-12.3%	34
Public Works Project Manager	6,874	7	8,658	-25.9%	22
Risk Manager	7,916	8	9,728	-22.9%	36
Road Superintendent	8,608	14	7,386	14.2%	90
Sheriff-Coroner	12,604	14	13,470	-6.9%	30
Social Services Director	11,014	14	11,684	-6.1%	51
Solid Waste Superintendent	7,689	5	7,099	7.7%	100
Treasurer	9,293	14	10,395	-11.9%	37
Undersheriff	12,738	13	12,264	3.7%	77
Average		11		-5.4%	52

Detailed base salary data sheets are provided in Appendix A.

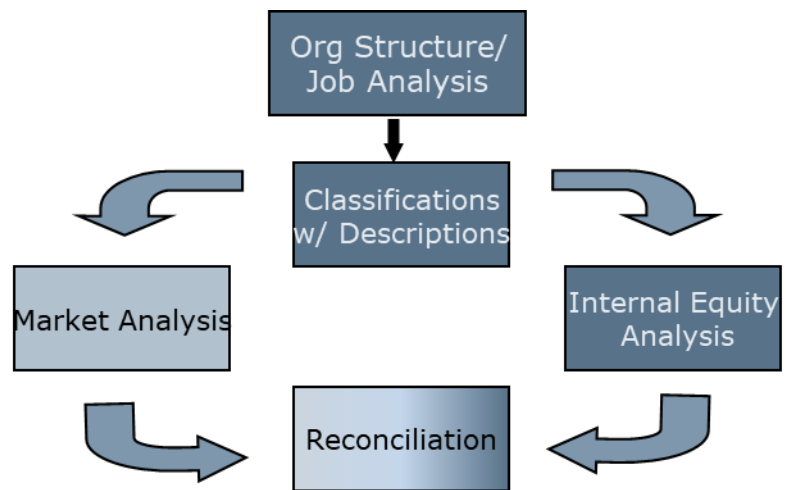
SALARY RANGE STRUCTURES

As indicated previously, Mono County uses flat rate salary levels for its at-will management job classifications. Our analysis of the salary practices of competing counties indicates that most counties utilize a salary range structure to manage salary placements and salary progression. The most common salary range used in competing counties is a five step salary range with 5% increments between steps. These step increments are typically provided on an annual basis coordinate with performance assessments for individuals in each job. As indicated later in this report, it is recommended that Mono County establish a salary range structure for at-will management job classifications, consistent with market practices.

SECTION IV SALARY RANGE RECOMMENDATIONS

This section of the Compensation Report utilizes the result of the market survey to build a new compensation plan for the County's at-will management job classifications. Our analysis and recommendations provide salary range adjustments based on a combination of the market survey and a detailed analysis of internal salary relationships (with knowledge garnered from our review and update of job descriptions). As shown in the graphic below, compensation plans are developed using a balance of market data and internal relationships to best position the County in the market for recruitment and retention purposes while capturing the County's unique classification structure.

As a starting point, salary range recommendations are developed by analyzing the salary survey data to determine benchmark job classifications. Benchmark job classifications are jobs that anchor the County's compensation plan to the labor market. Initial analyses of the labor market data and development of the compensation plan will typically start with more benchmarks than those ultimately used in salary range recommendations developed for this report. The process for selecting benchmark survey data includes the following factors:



- Only the best, most statistically sound, and abundant survey data is considered for benchmarking. Small sample sizes, data samples with significant skewing or variability, and data samples that have an unbalanced sampling of the survey agencies will not be considered.
- While the salary range analysis started with more benchmark jobs, some benchmarks were eliminated because a more important internal relationship was identified. As shown in the graphic above, compensation plans involve a balancing of external market data with internal salary/equity relationships within the County.

Salary ranges for non-benchmark job have been determined using internal relationship guidelines based on an assessment of similarities and differences in job role, responsibility, autonomy, and qualifications within job classification series and related job families. The internal relationship guidelines included the following:

- 5% differential between job classifications with minor differences
- 10% differential between job classifications with moderate differences, typically in a series (I, II, III/Senior)
- 15% to 20% differential between job classifications with more significant differences such as technical versus professional roles or supervisory over subordinate jobs.

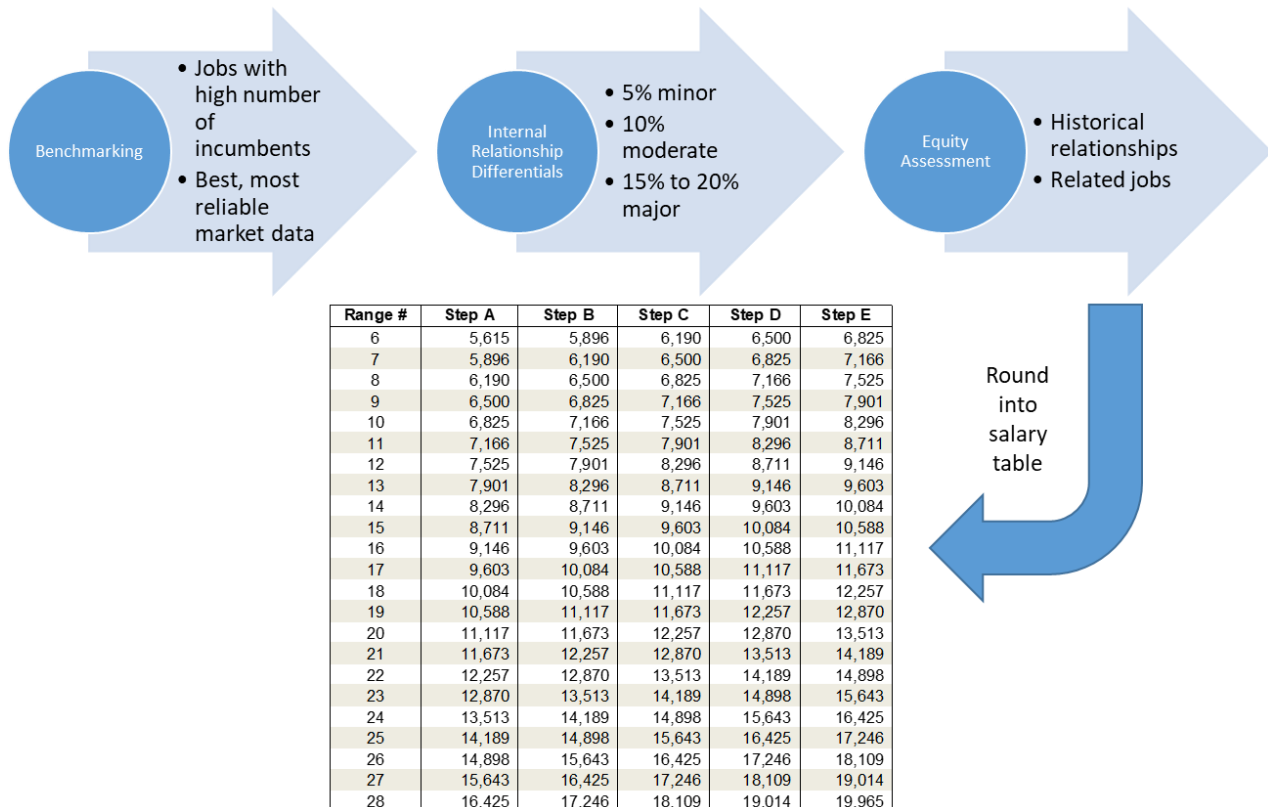
In addition to the above guidelines, additional consideration is given to historical pay relationships.

Once the initial salary range recommendations are developed, horizontal equity relationships are analyzed within related job families. This process does not distort or ignore valid market relationships, but captures and maintains important equity relationships within the organization.

The process of benchmarking job classifications and computing internal salary relationship differentials begins with raw survey data. Adjustments are computed such that benchmark jobs are placed at the market 65th percentile and non-benchmark jobs are ultimately tied to benchmark jobs using internal relationship differentials. This salary setting process can result in many different salary ranges with small dollar difference in monthly salaries. In order to further establish equity relationships and eliminate small differences in salary ranges, the initial raw numbers have been rounded into a salary table that is constructed with 5.0% differences between ranges. The use of a structured 5.0% salary table offers the following benefits:

- Small dollar/percentage differences in salary are avoided, no less than a 5.0% differential will exist between any two at-will management job classifications.
- Equity relationships are strengthened by grouping jobs into 5.0% increments, based on the market benchmarking and internal relationship analysis.
- Salary administration is simplified by only allowing pay differences in 5.0% increments.
- Future market equity adjustments are required to be at least enough to justify movement to a pay range that is at least 5.0% higher than the current range.

The method used to round the “raw” benchmark data into the proposed salary table utilizes a nearest range placement with raw numbers being rounded to the nearest higher or lower range based on the market data. This process is shown graphically below.



Appendix B contains recommended salary range adjustments for each County at-will management job classification. The salary ranges have been developed using the benchmarking and internal relationship process described previously. Appendix B contains the following:

- Job classification title

- Current salary
- The market deviation to the desired market position (65th percentile) for benchmark jobs (shown as a +/- percentage)
- The recommended salary range (using the new range table)
- The recommended monthly salary range maximum (using the new range table)
- The percent change between the recommended range maximum and the current salary
- The recommended internal alignment/salary setting rationale.

The internal alignment/salary setting rationale identifies benchmark job classifications, equity relationships (same as another job class), and internal relationship differentials (expressed in 5% increments). This column contains the building blocks for the proposed salary ranges.

The market deviation used to develop the salary range recommendations is based on a comparison of base salary as shown in the summary table presented earlier in this report.

The salary range recommendations provided in Appendix B are salary *range* adjustments and are not meant to indicate proposed salary adjustments for individual employees. Salary adjustments for employees (timing and magnitude) would be based on the implementation strategy determined by the County. Typically, salary range adjustments are implemented by rounding the employee's current salary into the nearest higher step in the salary proposed range. Appendix C provides a salary range table with all study job classifications.

APPENDIX A
SURVEY DATASHEETS

**Mono County
Labor Market Summary
Optimal 14 Survey Agencies**

Class Title	Current Salary	# of Obs.	Market 65th P	% +/- 65th P	Percentile
Animal Services Director	Drift	8	6,956	--	--
Assessor	10,325	11	10,853	-5.1%	53
Assistant Assessor	8,991	14	9,994	-11.2%	54
Assistant Clerk Recorder Registrar of Voters	7,572	14	8,182	-8.0%	36
Assistant County Administrative Officer	12,500	6	15,827	-26.6%	15
Assistant County Counsel	11,007	11	11,937	-8.5%	20
Assistant Director of Finance	9,293	14	9,988	-7.5%	57
Assistant District Attorney	11,006	13	11,996	-9.0%	25
Assistant to the CAO	7,573	10	7,980	-5.4%	57
Board Member	4,109	14	4,792	-16.6%	30
Chief Probation Officer	11,014	14	12,699	-15.3%	23
Clerk/Recorder/Registrar/Clerk of the Board	9,981	13	9,990	-0.1%	65
Community Development Director	11,014	14	12,551	-14.0%	36
County Administrative Officer	15,000	14	17,403	-16.0%	19
County Counsel	15,488	12	16,909	-9.2%	52
County Engineer	10,502	4	10,821	-3.0%	29
DA Chief Investigator	10,094	9	8,999	10.9%	71
DA Investigator II	8,640	14	7,993	7.5%	75
Deputy County Counsel II	9,211	9	9,457	-2.7%	57
Deputy County Counsel III	9,790	11	10,152	-3.7%	57
Deputy District Attorney III	10,108	14	10,402	-2.9%	57
Director of Behavioral Health	11,014	13	12,212	-10.9%	47
Director of Finance	12,532	14	12,610	-0.6%	65
District Attorney	13,106	14	14,456	-10.3%	48
Economic Development Director	9,981	1	I.D.	--	--
Economic Development Manager	7,571	0	I.D.	--	--
EMS Chief	10,325	2	I.D.	--	--
Environmental Health Manager	9,363	14	9,071	3.1%	80
HR Director	10,756	13	10,976	-2.0%	57
Information Technology Director	12,906	12	12,222	5.3%	76
Operations and Program Supervisor	6,812	12	6,149	9.7%	83
Parks and Facilities Superintendent	8,604	11	8,139	5.4%	74
Public Health Director	11,014	13	11,071	-0.5%	64
Public Health Officer	18,200	10	18,761	-3.1%	55
Public Works Director/Dir of Road Operations	12,046	13	13,532	-12.3%	34
Public Works Project Manager	6,874	7	8,658	-25.9%	22
Risk Manager	7,916	8	9,728	-22.9%	36
Road Superintendent	8,608	14	7,386	14.2%	90
Sheriff-Coroner	12,604	14	13,470	-6.9%	30
Social Services Director	11,014	14	11,684	-6.1%	51
Solid Waste Superintendent	7,689	5	7,099	7.7%	100
Treasurer	9,293	14	10,395	-11.9%	37
Undersheriff	12,738	13	12,264	3.7%	77
Average		11		-5.4%	52

EXPLANATION OF SURVEY DATA SHEETS

Survey Class	Title of the survey classification.
Agency	Name of survey agency from which compensation data was collected.
Comparable Class Title	Comparable title of matching class in each survey agency. The phrase "No Comparable Class" is used when a survey agency does not have the job or if there is a significant difference in qualifications or scope of duties.
Monthly Minimum	This is the monthly starting salary for positions in the class.
Monthly Control Point or Maximum	This is the monthly top step or range maximum for those agencies that use the range maximum as the control point. Control point salaries are used if the agency's range structure utilizes a mid-point or similar reference point. By definition, the range control point is that point in the salary range that most employees attain through tenure, assuming satisfactory performance. The control point is also used as the market "anchoring point" of the salary range. Range maximums do not include longevity, merit, or performance based pay.
County Rank	This is the range relative to the market with 1 being the highest salary in the market.
Coefficient of Variance	This is a statistical measure of variability and reliability. If this number is above 30%, the data may not be reliable.
Number of Obs.	The total number of data observations (not including the County's salary). If this number is less than six, insufficient data is available for statistical analysis.
Variability	This is a quick description of the sample variability. High variability, if inconsistent with the overall trends of the data, can indicate unreliable data. Low variability indicates very reliable data.
Mean	This is the average of the survey data. This statistic is subject to data skewing by data anomalies and is not as reliable as the median.
Median	This statistic represents the middle of the labor market. As such, half of the data is above the median and half is below the median.
Percentiles	This measurement is similar to the median except a different percentage of data is above a specific point in the ranking and the balance of data is below this point (i.e., for the 75th percentile, 25% of the data is above this point and 75% is below). The percentiles are calculated using an Excel spreadsheet function. Since there are different methods for computing percentiles, the function methodology used by Excel may not be the same as other spreadsheet programs or manual calculation methods.
Percent Above/Below	This percentage represents the difference between the market statistic to the left of the percentage and the County's salary. Specifically, it is the percentage increase/decrease needed to move the County's salary to the market. For convenience, below market relations are shown as negative values and above market relations are shown as positive values. The following formula is used to calculate the $\frac{(\text{County's Salary} - \text{Market})}{\text{County's Salary}}$ It is important that the County's salary be in the denominator of any percentage formula.
Percentile Rank	This is the percentile that corresponds to the County's salary if it is placed into the market data.

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Animal Services Director

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Calaveras	Animal Services Manager	\$ 6,292	\$ 7,649	21.6%
Amador	Animal Control Director		\$ 7,532	
Yuba	Animal Care Manager	\$ 5,787	\$ 7,524	30.0%
Madera	Animal Services Director	\$ 5,152	\$ 6,262	21.5%
Tuolumne	Animal Control Manager	\$ 5,079	\$ 6,201	22.1%
Colusa	Chief Animal Control Officer	\$ 3,186	\$ 5,232	64.2%
Inyo	Animal Control Supervisor	\$ 4,124	\$ 5,011	21.5%
Siskiyou	Chief Animal Control Officer	\$ 3,233	\$ 3,935	21.7%
Mariposa	No Comparable Class			
Mono	Animal Services Director - New			
Nevada	No Comparable Class			
San Benito	No Comparable Class			
Sutter	No Comparable Class			
Tehama	No Comparable Class			
Trinity	No Comparable Class			
Mono Rank		--		
Coefficient of Variance		22%		
Number of Observations		8	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 6,168	--
Labor Market Median (50th Percentile)			\$ 6,231	--
65th Percentile			\$ 6,956	--
75th Percentile			\$ 7,526	--
Percentile Rank			--	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Assessor

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	Assessor	\$ 10,928	\$ 14,489	32.6%
Nevada	Assessor		\$ 13,538	
Madera	Assessor	\$ 12,124	\$ 13,367	10.2%
Yuba	Assessor	\$ 9,165	\$ 11,145	21.6%
Colusa	Assessor/Direct ASMT Off	\$ 8,244	\$ 10,561	28.1%
Mono	Assessor		\$ 10,325	
Sutter	County Assessor		\$ 10,218	
Inyo	Assessor		\$ 9,671	
Calaveras	Assessor		\$ 9,511	
Tehama	Assessor		\$ 9,354	
Amador	Assessor		\$ 9,210	
Siskiyou	Assessor/Recorder		\$ 9,060	
Mariposa	No Comparable Class			
Trinity	No Comparable Class			
Tuolumne	No Comparable Class			
Mono Rank		6/12		
Coefficient of Variance		18%		
Number of Observations		11	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 10,920	-5.76%
Labor Market Median (50th Percentile)			\$ 10,218	1.04%
65th Percentile			\$ 10,853	-5.11%
75th Percentile			\$ 12,256	-18.70%
Percentile Rank			53	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Assistant Assessor

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Assistant Assessor	\$ 9,709	\$ 11,853	22.1%
San Benito	Assistant Assessor	\$ 8,399	\$ 11,262	34.1%
Yuba	Assistant Assessor	\$ 8,012	\$ 10,416	30.0%
Colusa	Assistant Assessor	\$ 6,179	\$ 10,135	64.0%
Sutter	Assistant Assessor	\$ 7,123	\$ 10,098	41.8%
Tuolumne	Assistant Assessor/Recorder	\$ 8,117	\$ 9,909	22.1%
Inyo	Assistant Assessor	\$ 7,412	\$ 9,006	21.5%
Mono	Assistant Assessor		\$ 8,991	
Calaveras	Assistant Assessor	\$ 6,741	\$ 8,190	21.5%
Tehama	Assistant Assessor	\$ 6,310	\$ 7,882	24.9%
Madera	Deputy Assessor	\$ 6,448	\$ 7,837	21.5%
Trinity	Deputy County Clerk/Recorder/Assessor	\$ 5,792	\$ 7,761	34.0%
Mariposa	Assistant Assessor/Recorder	\$ 6,334	\$ 7,699	21.6%
Amador	Assistant Assessor		\$ 7,499	
Siskiyou	Assistant Assessor/Recorder	\$ 5,310	\$ 6,777	27.6%
Mono Rank		8/15		
Coefficient of Variance		17%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 9,023	-0.36%
Labor Market Median (50th Percentile)			\$ 8,598	4.37%
65th Percentile			\$ 9,994	-11.16%
75th Percentile			\$ 10,126	-12.62%
Percentile Rank			54	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Assistant Clerk Recorder Registrar of Voters

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Assistant County Clerk-Recorder	\$ 8,700	\$ 10,621	22.1%
Tuolumne	Assistant Assessor-Recorder	\$ 8,117	\$ 9,909	22.1%
San Benito	Assistant County Clerk-Recorder	\$ 7,289	\$ 9,772	34.1%
Yuba	Deputy County Clerk-Recorder	\$ 6,705	\$ 8,717	30.0%
Madera	Chief Assistant County Clerk-Recorder	\$ 6,744	\$ 8,197	21.5%
Inyo	Clerk Recorder Assistant	\$ 6,722	\$ 8,169	21.5%
Sutter	Assistant Clerk Recorder	\$ 6,477	\$ 7,902	22.0%
Trinity	Deputy Clerk/Recorder/Assessor	\$ 5,792	\$ 7,761	34.0%
Mariposa	Assistant Assessor-Recorder	\$ 6,334	\$ 7,699	21.6%
Mono	Assistant Clerk Recorder Registrar of Voters		\$ 7,572	
Amador	Chief Deputy Registrar of Voters		\$ 7,264	
Colusa	Assistant Clerk/Recorder	\$ 5,595	\$ 7,168	28.1%
Calaveras	Assistant Clerk/Recorder	\$ 5,866	\$ 7,131	21.6%
Siskiyou	Assistant County Clerk	\$ 4,713	\$ 5,729	21.6%
Tehama	Assistant Registrar of Voters	\$ 4,148	\$ 5,053	21.8%
Mono Rank		10/15		
Coefficient of Variance		19%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 7,935	-4.79%
Labor Market Median (50th Percentile)			\$ 7,832	-3.42%
65th Percentile			\$ 8,182	-8.05%
75th Percentile			\$ 8,587	-13.40%
Percentile Rank			36	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Assistant County Administrative Officer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Assistant County Executive Officer	\$ 13,606	\$ 16,610	22.1%
San Benito	Assistant County Administrative Officer	\$ 12,333	\$ 16,372	32.8%
Sutter	Assistant County Administrator	\$ 11,161	\$ 15,645	40.2%
Yuba	Assistant County Administrator	\$ 11,755	\$ 15,282	30.0%
Tuolumne	Assistant County Administrator	\$ 11,394	\$ 13,910	22.1%
Mono	Assistant County Administrative Officer		\$ 12,500	
Siskiyou	Assistant County Administrator	\$ 6,671	\$ 8,478	27.1%
Amador	No Comparable Class			
Calaveras	No Comparable Class			
Colusa	No Comparable Class			
Inyo	No Comparable Class			
Madera	No Comparable Class			
Mariposa	No Comparable Class			
Tehama	No Comparable Class			
Trinity	No Comparable Class			
Mono Rank		6/7		
Coefficient of Variance		21%		
Number of Observations		6	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 14,383	-15.06%
Labor Market Median (50th Percentile)			\$ 15,464	-23.71%
65th Percentile			\$ 15,827	-26.61%
75th Percentile			\$ 16,191	-29.52%
Percentile Rank			15	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Assistant County Counsel

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Assistant County Counsel	\$ 12,153	\$ 14,836	22.1%
Siskiyou	Assistant County Counsel	\$ 11,717	\$ 14,242	21.6%
Yuba	Chief Deputy County Counsel	\$ 10,762	\$ 13,991	30.0%
Colusa	Senior Deputy County Counsel	\$ 9,412	\$ 12,049	28.0%
Mariposa	Assistant County Counsel	\$ 9,728	\$ 11,825	21.6%
Sutter	Assistant County Counsel	\$ 9,638	\$ 11,720	21.6%
Amador	Assistant County Counsel		\$ 11,436	
Inyo	County Counsel Assistant Senior	\$ 9,118	\$ 11,086	21.6%
Calaveras	Deputy County Counsel IV	\$ 9,084	\$ 11,040	21.5%
Mono	Assistant County Counsel		\$ 11,007	
Tuolumne	Deputy County Counsel IV	\$ 8,364	\$ 10,210	22.1%
Tehama	Chief Deputy County Counsel	\$ 7,246	\$ 8,830	21.9%
Madera	No Comparable Class			
San Benito	No Comparable Class			
Trinity	No Comparable Class			
Mono Rank		10/12		
Coefficient of Variance		15%		
Number of Observations		11	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 11,933	-8.42%
Labor Market Median (50th Percentile)			\$ 11,720	-6.48%
65th Percentile			\$ 11,937	-8.45%
75th Percentile			\$ 13,020	-18.29%
Percentile Rank			20	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Assistant Director of Finance

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Assistant Auditor-Controller	\$ 9,518	\$ 11,620	22.1%
San Benito	Assistant Auditor Controller	\$ 8,655	\$ 11,598	34.0%
Tuolumne	Assistant Auditor Controller	\$ 8,748	\$ 10,679	22.1%
Madera	Assistant Auditor-Controller	\$ 8,598	\$ 10,451	21.6%
Yuba	Assistant Auditor-Controller	\$ 8,012	\$ 10,416	30.0%
Sutter	Assistant Auditor-Controller	\$ 7,902	\$ 9,638	22.0%
Mono	Assistant Director of Finance		\$ 9,293	
Inyo	Assistant Auditor	\$ 7,412	\$ 9,006	21.5%
Colusa	Assistant Auditor/Controller	\$ 6,822	\$ 8,738	28.1%
Amador	Assistant Auditor/Controller		\$ 8,492	
Mariposa	Assistant Auditor	\$ 6,983	\$ 8,488	21.6%
Calaveras	Assistant Auditor/Controller	\$ 6,914	\$ 8,407	21.6%
Trinity	Assistant Auditor/Controller-Accountant	\$ 5,908	\$ 7,917	34.0%
Tehama	Assistant Auditor-Controller	\$ 6,467	\$ 7,882	21.9%
Siskiyou	Assistant Auditor/Controller	\$ 5,456	\$ 6,632	21.5%
Mono Rank		7/15		
Coefficient of Variance		16%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 9,283	0.10%
Labor Market Median (50th Percentile)			\$ 8,872	4.53%
65th Percentile			\$ 9,988	-7.49%
75th Percentile			\$ 10,442	-12.37%
Percentile Rank			57	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Assistant District Attorney

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Assistant District Attorney	\$ 12,152	\$ 14,835	22.1%
Yuba	Chief Deputy District Attorney	\$ 10,145	\$ 13,189	30.0%
Madera	Assistant District Attorney	\$ 10,498	\$ 12,760	21.5%
Amador	District Attorney, Chief Assistant		\$ 12,098	
Calaveras	Assistant District Attorney	\$ 9,885	\$ 12,015	21.6%
Tuolumne	Assistant District Attorney	\$ 9,762	\$ 11,917	22.1%
Inyo	District Attorney Assistant	\$ 9,234	\$ 11,228	21.6%
Mariposa	Assistant District Attorney	\$ 9,190	\$ 11,171	21.6%
Sutter	Assistant District Attorney	\$ 9,180	\$ 11,161	21.6%
San Benito	Assistant District Attorney	\$ 8,237	\$ 11,044	34.1%
Mono	Assistant District Attorney		\$ 11,006	
Colusa	Chief Deputy District Attorney	\$ 8,112	\$ 10,388	28.1%
Siskiyou	Assistant District Attorney	\$ 7,954	\$ 9,668	21.6%
Tehama	Assistant District Attorney	\$ 7,882	\$ 9,597	21.8%
Trinity	No Comparable Class			
Mono Rank		11/14		
Coefficient of Variance		12%		
Number of Observations		13	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 11,621	-5.58%
Labor Market Median (50th Percentile)			\$ 11,228	-2.01%
65th Percentile			\$ 11,996	-8.99%
75th Percentile			\$ 12,098	-9.92%
Percentile Rank			25	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Assistant to the CAO

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Senior Management Analyst	\$ 8,155	\$ 9,955	22.1%
San Benito	Management Analyst III	\$ 6,546	\$ 8,776	34.1%
Sutter	Senior Analyst	\$ 6,150	\$ 8,692	41.3%
Inyo	Senior Management Analyst	\$ 6,637	\$ 8,066	21.5%
Mono	Assistant to the CAO		\$ 7,573	
Mariposa	Senior Administrative Analyst	\$ 6,164	\$ 7,492	21.5%
Tuolumne	Senior Administrative Analyst	\$ 6,048	\$ 7,383	22.1%
Calaveras	Senior Administrative Analyst	\$ 6,065	\$ 7,363	21.4%
Madera	Senior Administrative Analyst	\$ 5,712	\$ 6,943	21.6%
Amador	Senior Administrative Analyst	\$ 5,486	\$ 6,668	21.5%
Siskiyou	Senior Management Analyst	\$ 4,286	\$ 5,436	26.8%
Colusa				
Tehama	No Comparable Class			
Trinity	No Comparable Class			
Yuba	No Comparable Class			
Mono Rank		5/11		
Coefficient of Variance		16%		
Number of Observations		10	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 7,677	-1.38%
Labor Market Median (50th Percentile)			\$ 7,438	1.79%
65th Percentile			\$ 7,980	-5.37%
75th Percentile			\$ 8,536	-12.71%
Percentile Rank			57	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Board Member

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Madera	Member, BOS	\$ 7,342	\$ 7,709	5.0%
Amador	Board of Supervisor		\$ 6,050	
Calaveras	Board of Supervisor		\$ 5,047	
Nevada	Member, BOS		\$ 4,931	
Yuba	Supervisor		\$ 4,825	
Colusa	Board of Supervisor		\$ 4,765	
Inyo	Board Supervisor		\$ 4,765	
Mariposa	Board of Supervisors		\$ 4,471	
Tuolumne	County Supervisor		\$ 4,330	
San Benito	Supervisor		\$ 4,137	
Mono	Board Member		\$ 4,109	
Trinity	Supervisor	\$ 2,917	\$ 3,910	34.0%
Siskiyou	Supervisor		\$ 3,153	
Sutter	County Supervisor		\$ 2,873	
Tehama	Board Supervisor		\$ 1,045	
Mono Rank		11/15		
Coefficient of Variance		34%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 4,429	-7.80%
Labor Market Median (50th Percentile)			\$ 4,618	-12.39%
65th Percentile			\$ 4,792	-16.62%
75th Percentile			\$ 4,905	-19.36%
Percentile Rank			30	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Chief Probation Officer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yuba	Chief Probation Officer	\$ 11,339	\$ 14,741	30.0%
San Benito	Chief Probation Officer	\$ 10,386	\$ 13,761	32.5%
Nevada	Chief Probation Officer	\$ 11,089	\$ 13,538	22.1%
Trinity	Chief Probation Officer/Collections	\$ 9,675	\$ 12,966	34.0%
Tehama	Chief Probation Officer		\$ 12,850	
Amador	Chief Probation Officer		\$ 12,575	
Madera	County Probation Officer	\$ 10,254	\$ 12,463	21.5%
Colusa	Chief Probation Officer	\$ 9,294	\$ 11,867	27.7%
Tuolumne	Chief Probation Officer	\$ 9,334	\$ 11,394	22.1%
Sutter	Chief Probation Officer	\$ 9,256	\$ 11,269	21.7%
Mono	Chief Probation Officer		\$ 11,014	
Mariposa	Chief Probation Officer		\$ 11,007	
Inyo	Probation Chief Officer		\$ 10,805	
Calaveras	Chief Probation Officer		\$ 10,208	
Siskiyou	Chief Probation Officer	\$ 7,341	\$ 8,923	21.6%
Mono Rank		11/15		
Coefficient of Variance		13%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 12,026	-9.19%
Labor Market Median (50th Percentile)			\$ 12,165	-10.45%
65th Percentile			\$ 12,699	-15.30%
75th Percentile			\$ 12,937	-17.46%
Percentile Rank			23	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Clerk/Recorder/Registrar/Clerk of the Board

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Clerk-Recorder/Registrar of Voters		\$ 13,538	
Madera	County Clerk/Recorder	\$ 11,017	\$ 12,147	10.3%
Tuolumne	Assessor-Recorder		\$ 12,097	
Yuba	County Clerk-Recorder	\$ 9,165	\$ 11,145	21.6%
Colusa	County Clerk/Recorder	\$ 7,845	\$ 10,051	28.1%
Mono	Clerk/Recorder/Registrar/Clerk of the Board		\$ 9,981	
Mariposa	Assessor/Recorder		\$ 9,744	
Sutter	County Clerk-Recorder		\$ 9,627	
Calaveras	Clerk/Recorder		\$ 9,511	
Trinity	County Clerk/Recorder/Assessor	\$ 6,830	\$ 9,153	34.0%
Inyo	Clerk/Recorder		\$ 8,792	
Amador	Clerk Recorder		\$ 8,604	
Tehama	Clerk & Recorder		\$ 8,485	
Siskiyou	County Clerk		\$ 8,482	
San Benito	No Comparable Class			
Mono Rank		6/14		
Coefficient of Variance		16%		
Number of Observations		13	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 10,106	-1.25%
Labor Market Median (50th Percentile)			\$ 9,627	3.54%
65th Percentile			\$ 9,990	-0.08%
75th Percentile			\$ 11,145	-11.66%
Percentile Rank			65	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Community Development Director

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Community Development Agency Director	\$ 13,606	\$ 16,610	22.1%
San Benito	Director-Planning & Building	\$ 11,209	\$ 15,029	34.1%
Yuba	Community Development & Services Agency Director	\$ 11,411	\$ 14,835	30.0%
Madera	Director of Community & Economic Development	\$ 11,500	\$ 13,978	21.5%
Colusa	Director of Community Development	\$ 10,094	\$ 12,924	28.0%
Sutter	Director of Development Services	\$ 10,118	\$ 12,246	21.0%
Amador	CD Director/Air Pollution Cont Off		\$ 12,034	
Mariposa	Planning Director		\$ 11,511	
Tuolumne	Community Development Director	\$ 9,241	\$ 11,281	22.1%
Mono	Community Development Director		\$ 11,014	
Calaveras	Director of Planning		\$ 10,299	
Siskiyou	Director of Community Development		\$ 9,312	
Inyo	Planning Director		\$ 9,111	
Trinity	Director of Planning	\$ 6,762	\$ 9,062	34.0%
Tehama	Director of Planning		\$ 8,990	
Mono Rank		10/15		
Coefficient of Variance		21%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 11,944	-8.45%
Labor Market Median (50th Percentile)			\$ 11,772	-6.89%
65th Percentile			\$ 12,551	-13.96%
75th Percentile			\$ 13,715	-24.52%
Percentile Rank			36	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

County Administrative Officer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yuba	County Administrator		\$ 20,488	
San Benito	County Administrative Officer	\$ 19,479	\$ 20,423	4.8%
Nevada	County Executive Officer		\$ 19,916	
Madera	County Administrative Officer	\$ 14,831	\$ 18,027	21.6%
Sutter	County Administrative Officer		\$ 17,917	
Tuolumne	County Administrator	\$ 13,910	\$ 16,981	22.1%
Colusa	County Administrative Officer	\$ 12,610	\$ 16,142	28.0%
Siskiyou	County Administrator		\$ 15,995	
Calaveras	County Administrative Officer		\$ 15,846	
Inyo	County Administrative Officer		\$ 15,606	
Mariposa	County Administrative Officer		\$ 15,492	
Mono	County Administrative Officer		\$ 15,000	
Amador	County Administrative Officer		\$ 14,658	
Tehama	Chief Administrator		\$ 12,850	
Trinity	County Administrative Officer		\$ 10,625	
Mono Rank		12/15		
Coefficient of Variance		17%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 16,498	-9.98%
Labor Market Median (50th Percentile)			\$ 16,068	-7.12%
65th Percentile			\$ 17,403	-16.02%
75th Percentile			\$ 18,000	-20.00%
Percentile Rank			19	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

County Counsel

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	County Counsel	\$ 14,126	\$ 18,774	32.9%
Yuba	County Counsel	\$ 14,011	\$ 18,215	30.0%
Siskiyou	County Counsel		\$ 17,596	
Colusa	County Counsel	\$ 13,248	\$ 16,960	28.0%
Nevada	County Counsel		\$ 16,900	
Inyo	County Counsel		\$ 16,059	
Mono	County Counsel		\$ 15,488	
Tuolumne	County Counsel	\$ 11,741	\$ 14,333	22.1%
Mariposa	County Counsel		\$ 14,285	
Sutter	County Counsel	\$ 11,669	\$ 14,223	21.9%
Calaveras	County Counsel		\$ 13,154	
Amador	County Counsel		\$ 12,717	
Tehama	County Counsel		\$ 12,014	
Madera	No Comparable Class			
Trinity	No Comparable Class			
Mono Rank		7/13		
Coefficient of Variance		15%		
Number of Observations		12	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 15,436	0.33%
Labor Market Median (50th Percentile)			\$ 15,196	1.88%
65th Percentile			\$ 16,909	-9.18%
75th Percentile			\$ 17,119	-10.53%
Percentile Rank			52	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

County Engineer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	Asst Director - PW Engineering	\$ 9,538	\$ 12,789	34.1%
Siskiyou	Engineer & Land Development Manager		\$ 10,829	
Mariposa	County Engineer	\$ 8,765	\$ 10,653	21.5%
Mono	County Engineer		\$ 10,502	
Trinity	Deputy Director Transportation/Engineering	\$ 7,138	\$ 9,565	34.0%
Amador	No Comparable Class			
Calaveras	No Comparable Class			
Colusa	No Comparable Class			
Inyo	No Comparable Class			
Madera	No Comparable Class			
Nevada	No Comparable Class			
Sutter	No Comparable Class			
Tehama	No Comparable Class			
Tuolumne	No Comparable Class			
Yuba	No Comparable Class			
Mono Rank		4/5		
Coefficient of Variance		12%		
Number of Observations		4	Market Value	Percent +/-
Variability		Moderate		
Labor Market Mean			\$ 10,959	-4.35%
Labor Market Median (50th Percentile)			\$ 10,741	-2.28%
65th Percentile			\$ 10,821	-3.03%
75th Percentile			\$ 11,319	-7.78%
Percentile Rank			29	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

DA Chief Investigator

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Amador	District Attorney Investigator, Chief (Adv)	\$ 9,571	\$ 11,634	21.6%
Sutter	Chief District Attorney Investigator	\$ 7,651	\$ 10,850	41.8%
Nevada	Chief of DA Investigations/Victim Witness	\$ 8,848	\$ 10,802	22.1%
Mono	DA Chief Investigator		\$ 10,094	
Tehama	Chief Investigator	\$ 7,011	\$ 8,548	21.9%
Madera	Chief DA Criminal Investigator	\$ 6,996	\$ 8,504	21.6%
Yuba	Chief DA Investigator	\$ 6,364	\$ 8,274	30.0%
Colusa	District Attorney Chief Investigator	\$ 6,287	\$ 8,044	27.9%
Tuolumne	Supervising DA Investigator	\$ 6,263	\$ 7,645	22.1%
Siskiyou	Chief District Attorney Investigator	\$ 6,043	\$ 7,337	21.4%
Calaveras	No Comparable Class			
Inyo	No Comparable Class			
Mariposa	No Comparable Class			
San Benito	No Comparable Class			
Trinity	No Comparable Class			
Mono Rank		4/10		
Coefficient of Variance		17%		
Number of Observations		9	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 9,071	10.13%
Labor Market Median (50th Percentile)			\$ 8,504	15.75%
65th Percentile			\$ 8,999	10.85%
75th Percentile			\$ 10,802	-7.01%
Percentile Rank			71	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

DA Investigator II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Calaveras	District Attorney Investigator II	\$ 7,845	\$ 9,533	21.5%
San Benito	District Attorney Investigator II	\$ 6,923	\$ 9,259	33.7%
Nevada	District Attorney Investigator	\$ 7,431	\$ 9,072	22.1%
Amador	District Attorney Investigator II (Adv)	\$ 7,192	\$ 8,741	21.5%
Mono	DA Investigator II		\$ 8,640	
Inyo	DA Investigator II	\$ 6,429	\$ 8,215	27.8%
Sutter	Senior Criminal Investigator	\$ 5,481	\$ 7,811	42.5%
Yuba	District Attorney Investigator	\$ 5,798	\$ 7,538	30.0%
Madera	Senior DA Criminal Investigator	\$ 6,043	\$ 7,345	21.6%
Tuolumne	District Attorney Investigator	\$ 5,668	\$ 6,920	22.1%
Mariposa	District Attorney Investigator	\$ 5,502	\$ 6,687	21.5%
Colusa	District Attorney Investigator	\$ 5,156	\$ 6,607	28.1%
Trinity	District Attorney Investigator II	\$ 4,813	\$ 6,450	34.0%
Tehama	District Attorney Investigator II	\$ 5,198	\$ 6,332	21.8%
Siskiyou	District Attorney Investigator	\$ 4,730	\$ 5,746	21.5%
Mono Rank		5/15		
Coefficient of Variance		16%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 7,590	12.16%
Labor Market Median (50th Percentile)			\$ 7,442	13.87%
65th Percentile			\$ 7,993	7.49%
75th Percentile			\$ 8,610	0.35%
Percentile Rank			75	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Deputy County Counsel II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Attorney II - Civil	\$ 9,010	\$ 10,999	22.1%
Amador	Deputy County Counsel II	\$ 8,150	\$ 9,906	21.5%
Sutter	Deputy County Counsel III	\$ 7,902	\$ 9,638	22.0%
Calaveras	Deputy County Counsel III	\$ 7,745	\$ 9,412	21.5%
Mono	Deputy County Counsel II		\$ 9,211	
Madera	Deputy County Counsel II	\$ 7,366	\$ 8,953	21.5%
Yuba	Deputy County Counsel II	\$ 6,707	\$ 8,720	30.0%
San Benito	Deputy County Counsel II	\$ 6,174	\$ 8,281	34.1%
Colusa	Deputy County Counsel	\$ 6,179	\$ 7,914	28.1%
Siskiyou	Attorney III - Conf	\$ 5,714	\$ 6,928	21.3%
Inyo	No Comparable Class			
Mariposa	No Comparable Class			
Tehama	No Comparable Class			
Trinity	No Comparable Class			
Tuolumne	No Comparable Class			
Mono Rank		5/10		
Coefficient of Variance		13%		
Number of Observations		9	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 8,972	2.59%
Labor Market Median (50th Percentile)			\$ 8,953	2.80%
65th Percentile			\$ 9,457	-2.67%
75th Percentile			\$ 9,638	-4.64%
Percentile Rank			57	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Deputy County Counsel III

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Attorney III - Civil	\$ 9,955	\$ 12,153	22.1%
Amador	Deputy County Counsel III	\$ 8,961	\$ 10,892	21.5%
Sutter	Deputy County Counsel IV	\$ 8,726	\$ 10,632	21.8%
Yuba	Deputy County Counsel III	\$ 8,008	\$ 10,411	30.0%
Madera	Deputy County Counsel III	\$ 8,139	\$ 9,893	21.6%
Mono	Deputy County Counsel III		\$ 9,790	
San Benito	Deputy County Counsel III	\$ 7,149	\$ 9,583	34.1%
Calaveras	Deputy County Counsel III	\$ 7,745	\$ 9,412	21.5%
Siskiyou	Attorney IV - Conf	\$ 7,728	\$ 9,354	21.0%
Tuolumne	Deputy County Counsel III	\$ 7,494	\$ 9,149	22.1%
Inyo	Deputy County Counsel IV	\$ 7,502	\$ 9,112	21.5%
Tehama	Senior Deputy County Counsel	\$ 6,565	\$ 7,999	21.8%
Colusa	No Comparable Class			
Mariposa	No Comparable Class			
Trinity	No Comparable Class			
Mono Rank		6/12		
Coefficient of Variance		11%		
Number of Observations		11	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 9,872	-0.84%
Labor Market Median (50th Percentile)			\$ 9,583	2.11%
65th Percentile			\$ 10,152	-3.70%
75th Percentile			\$ 10,522	-7.47%
Percentile Rank			57	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Deputy District Attorney III

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Attorney III - Criminal	\$ 9,603	\$ 11,724	22.1%
Calaveras	Deputy District Attorney IV	\$ 9,100	\$ 11,060	21.5%
Amador	Deputy District Attorney IV	\$ 8,774	\$ 10,665	21.6%
Madera	Senior Deputy District Attorney	\$ 8,743	\$ 10,627	21.5%
Mariposa	Deputy District Attorney III	\$ 8,600	\$ 10,454	21.6%
Yuba	Deputy District Attorney III	\$ 7,969	\$ 10,360	30.0%
Mono	Deputy District Attorney III		\$ 10,108	
Tuolumne	Deputy District Attorney IV	\$ 8,117	\$ 9,909	22.1%
San Benito	Deputy District Attorney III	\$ 7,218	\$ 9,678	34.1%
Trinity	Deputy District Attorney IV	\$ 7,067	\$ 9,470	34.0%
Sutter	Deputy District Attorney III	\$ 7,722	\$ 9,419	22.0%
Inyo	District Attorney Deputy IV	\$ 7,502	\$ 9,112	21.5%
Siskiyou	Attorney IV - DA	\$ 7,482	\$ 9,094	21.5%
Tehama	Deputy District Attorney IV	\$ 7,401	\$ 9,018	21.8%
Colusa	Deputy District Attorney III	\$ 6,977	\$ 8,934	28.0%
Mono Rank		7/15		
Coefficient of Variance		9%		
Number of Observations		14	Market Value	Percent +/-
Variability		Moderate		
Labor Market Mean			\$ 9,966	1.41%
Labor Market Median (50th Percentile)			\$ 9,794	3.11%
65th Percentile			\$ 10,402	-2.91%
75th Percentile			\$ 10,584	-4.70%
Percentile Rank			57	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Director of Behavioral Health

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	Director of Behavioral Health	\$ 11,133	\$ 14,763	32.6%
Tuolumne	Director of Behavioral Health	\$ 11,114	\$ 13,568	22.1%
Nevada	Director of Behavioral Health	\$ 10,870	\$ 13,271	22.1%
Madera	Director of Behavioral Health Services	\$ 10,305	\$ 12,526	21.6%
Colusa	Director of Behavioral Health	\$ 9,607	\$ 12,301	28.0%
Trinity	Director of Behavioral Health	\$ 8,846	\$ 11,855	34.0%
Sutter	Health & Human Services Branch Director	\$ 9,180	\$ 11,161	21.6%
Mono	Director of Behavioral Health		\$ 11,014	
Amador	Behavioral Health Director		\$ 10,791	
Mariposa	Division Director of Health Services	\$ 8,814	\$ 10,713	21.5%
Siskiyou	Director of Behavioral Health Services Div	\$ 8,081	\$ 9,823	21.6%
Tehama	Mental Health Director	\$ 7,687	\$ 9,368	21.9%
Inyo	HHS Deputy Dir Behavioral Health	\$ 7,318	\$ 8,892	21.5%
Calaveras	Deputy Director of Behavioral Health	\$ 6,448	\$ 7,838	21.6%
Yuba	No Comparable Class			
Mono Rank		8/14		
Coefficient of Variance		18%		
Number of Observations		13	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 11,298	-2.58%
Labor Market Median (50th Percentile)			\$ 11,161	-1.34%
65th Percentile			\$ 12,212	-10.88%
75th Percentile			\$ 12,526	-13.73%
Percentile Rank			47	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Director of Finance

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	County Clerk-Auditor-Recorder	\$ 12,565	\$ 16,683	32.8%
Yuba	Director of Administrative Services	\$ 11,146	\$ 14,490	30.0%
Nevada	Auditor-Controller		\$ 14,445	
Madera	Auditor-Controller	\$ 12,992	\$ 14,323	10.2%
Tuolumne	Clerk/Auditor-Controller		\$ 14,120	
Mono	Director of Finance		\$ 12,532	
Colusa	Auditor/Controller	\$ 8,880	\$ 11,375	28.1%
Mariposa	Auditor		\$ 11,187	
Sutter	Auditor-Controller		\$ 10,693	
Amador	County Auditor		\$ 9,676	
Inyo	Auditor/Controller		\$ 9,671	
Tehama	Auditor-Controller		\$ 9,588	
Calaveras	Auditor/Controller		\$ 9,511	
Trinity	Auditor-Controller	\$ 7,037	\$ 9,430	34.0%
Siskiyou	Auditor/Controller		\$ 9,265	
Mono Rank		6/15		
Coefficient of Variance		21%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 11,747	6.27%
Labor Market Median (50th Percentile)			\$ 10,940	12.71%
65th Percentile			\$ 12,610	-0.62%
75th Percentile			\$ 14,273	-13.88%
Percentile Rank			65	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

District Attorney

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	District Attorney	\$ 14,126	\$ 18,774	32.9%
Madera	District Attorney	\$ 15,405	\$ 16,984	10.3%
Nevada	District Attorney		\$ 16,944	
Yuba	District Attorney	\$ 12,377	\$ 15,051	21.6%
Tuolumne	District Attorney		\$ 14,842	
Colusa	District Attorney	\$ 11,076	\$ 14,140	27.7%
Calaveras	District Attorney		\$ 13,627	
Mono	District Attorney		\$ 13,106	
Sutter	District Attorney		\$ 12,991	
Mariposa	District Attorney		\$ 12,820	
Inyo	District Attorney		\$ 12,764	
Amador	District Attorney		\$ 12,703	
Trinity	District Attorney/Coroner	\$ 8,846	\$ 11,855	34.0%
Tehama	District Attorney		\$ 11,655	
Siskiyou	District Attorney		\$ 11,635	
Mono Rank		8/15		
Coefficient of Variance		16%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 14,056	-7.25%
Labor Market Median (50th Percentile)			\$ 13,309	-1.55%
65th Percentile			\$ 14,456	-10.30%
75th Percentile			\$ 14,999	-14.44%
Percentile Rank			48	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Economic Development Director

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Calaveras	Economic & CD Director	\$ 9,081	\$ 11,038	21.5%
Mono	Economic Development Director		\$ 9,981	
Amador	No Comparable Class			
Colusa	No Comparable Class			
Inyo	No Comparable Class			
Madera	No Comparable Class			
Mariposa	No Comparable Class			
Nevada	No Comparable Class			
San Benito	No Comparable Class			
Siskiyou	No Comparable Class			
Sutter	No Comparable Class			
Tehama	No Comparable Class			
Trinity	No Comparable Class			
Tuolumne	No Comparable Class			
Yuba	No Comparable Class			
Mono Rank		--		
Coefficient of Variance		I.D.		
Number of Observations		1	Market Value	Percent +/-
Variability				
Labor Market Mean			I.D.	--
Labor Market Median (50th Percentile)			I.D.	--
65th Percentile			I.D.	--
75th Percentile			I.D.	--
Percentile Rank			--	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Economic Development Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
<i>Mono</i>	<i>Economic Development Manager</i>		\$ 7,571	
Amador	No Comparable Class			
Calaveras	No Comparable Class			
Colusa	No Comparable Class			
Inyo	No Comparable Class			
Madera	No Comparable Class			
Mariposa	No Comparable Class			
Nevada	No Comparable Class			
San Benito	No Comparable Class			
Siskiyou	No Comparable Class			
Sutter	No Comparable Class			
Tehama	No Comparable Class			
Trinity	No Comparable Class			
Tuolumne	No Comparable Class			
Yuba	No Comparable Class			
Mono Rank		--		
Coefficient of Variance		I.D.		
Number of Observations		0	Market Value	Percent +/-
Variability				
Labor Market Mean			I.D.	--
Labor Market Median (50th Percentile)			I.D.	--
65th Percentile			I.D.	--
75th Percentile			I.D.	--
Percentile Rank			--	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

EMS Chief

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Mono	EMS Chief		\$ 10,325	
Calaveras	Director of Emergency Services	\$ 7,524	\$ 9,147	21.6%
San Benito	Emergency Medical Services Coordinator	\$ 5,519	\$ 7,396	34.0%
Amador	No Comparable Class			
Colusa	No Comparable Class			
Inyo	No Comparable Class			
Madera	No Comparable Class			
Mariposa	No Comparable Class			
Nevada	No Comparable Class			
Siskiyou	No Comparable Class			
Sutter	No Comparable Class			
Tehama	No Comparable Class			
Trinity	No Comparable Class			
Tuolumne	No Comparable Class			
Yuba	No Comparable Class			
Mono Rank		--		
Coefficient of Variance		I.D.		
Number of Observations		2	Market Value	Percent +/-
Variability				
Labor Market Mean			I.D.	--
Labor Market Median (50th Percentile)			I.D.	--
65th Percentile			I.D.	--
75th Percentile			I.D.	--
Percentile Rank			--	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Environmental Health Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Director of Environmental Health	\$ 9,937	\$ 12,131	22.1%
Yuba	Director of Environmental Health	\$ 7,329	\$ 9,528	30.0%
Tuolumne	Director of Environmental Health	\$ 7,761	\$ 9,474	22.1%
Mono	Environmental Health Manager		\$ 9,363	
Madera	Deputy Dir of Comm & Econ Dev - Env Health	\$ 7,640	\$ 9,286	21.5%
Inyo	Environmental Health Director		\$ 9,111	
San Benito	Environmental Health Manager	\$ 6,741	\$ 9,037	34.1%
Mariposa	Environmental Health Manager	\$ 7,381	\$ 8,972	21.6%
Amador	Director of Environmental Health		\$ 8,660	
Colusa	Environmental Health Manager	\$ 6,654	\$ 8,525	28.1%
Tehama	Director of Environmental Health		\$ 8,323	
Sutter	Environmental Health Manager	\$ 6,775	\$ 8,308	22.6%
Calaveras	Environmental Health Manager	\$ 6,292	\$ 7,649	21.6%
Siskiyou	Deputy Dir of Environmental Health Svcs	\$ 5,872	\$ 7,138	21.6%
Trinity	Environmental Health Director	\$ 5,089	\$ 6,820	34.0%
Mono Rank		4/15		
Coefficient of Variance		14%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 8,783	6.19%
Labor Market Median (50th Percentile)			\$ 8,816	5.84%
65th Percentile			\$ 9,071	3.12%
75th Percentile			\$ 9,242	1.29%
Percentile Rank			80	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

HR Director

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Director of Human Resources	\$ 12,192	\$ 14,883	22.1%
Yuba	Human Resources Director	\$ 11,146	\$ 14,490	30.0%
Madera	Director of Human Resources	\$ 11,615	\$ 14,118	21.5%
Sutter	Human Resources Director	\$ 9,638	\$ 11,669	21.1%
Tuolumne	Human Resources Director/Risk Manager	\$ 9,013	\$ 11,003	22.1%
Calaveras	Deputy CAO-HR/Risk Management	\$ 8,939	\$ 10,866	21.6%
Mono	HR Director		\$ 10,756	
Colusa	Human Resources Director	\$ 8,082	\$ 10,347	28.0%
Mariposa	Human Resources Director		\$ 10,177	
Amador	Human Resources Director		\$ 9,732	
Trinity	Director of Human Resources	\$ 6,762	\$ 9,062	34.0%
Inyo	Personnel Deputy Director	\$ 7,318	\$ 8,892	21.5%
Tehama	Personnel Director	\$ 7,044	\$ 8,614	22.3%
Siskiyou	Personnel/Risk Manager	\$ 5,872	\$ 7,138	21.6%
San Benito	No Comparable Class			
Mono Rank		7/14		
Coefficient of Variance		22%		
Number of Observations		13	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 10,846	-0.84%
Labor Market Median (50th Percentile)			\$ 10,347	3.80%
65th Percentile			\$ 10,976	-2.05%
75th Percentile			\$ 11,669	-8.49%
Percentile Rank			57	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Information Technology Director

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Chief Information Officer	\$ 13,606	\$ 16,610	22.1%
Inyo	Information Services Director	\$ 11,790	\$ 14,331	21.6%
Yuba	Chief Information Officer	\$ 10,450	\$ 13,585	30.0%
Mono	Information Technology Director		\$ 12,906	
Madera	Chief Information Officer	\$ 10,356	\$ 12,588	21.6%
Tuolumne	Information Technology Director	\$ 9,959	\$ 12,158	22.1%
Calaveras	Deputy CAO-Chief Info Officer	\$ 8,939	\$ 10,866	21.6%
Amador	Information Technology Director		\$ 10,066	
San Benito	Information Technology Manager	\$ 7,218	\$ 9,678	34.1%
Sutter	Deputy Director of Information Technology	\$ 7,902	\$ 9,638	22.0%
Colusa	Director of Information Technology	\$ 6,993	\$ 8,958	28.1%
Mariposa	Technical Services Manager	\$ 7,298	\$ 8,871	21.6%
Tehama	Information Systems Manager	\$ 6,795	\$ 8,280	21.9%
Siskiyou	No Comparable Class			
Trinity	No Comparable Class			
Mono Rank		4/13		
Coefficient of Variance		23%		
Number of Observations		12	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 11,302	12.43%
Labor Market Median (50th Percentile)			\$ 10,466	18.91%
65th Percentile			\$ 12,222	5.30%
75th Percentile			\$ 12,837	0.53%
Percentile Rank			76	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Operations and Program Supervisor

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yuba	Victim Witness Program Manager	\$ 6,705	\$ 8,717	30.0%
Sutter	Program Manager Victim Witness	\$ 5,821	\$ 7,123	22.4%
Mono	Operations and Program Supervisor		\$ 6,812	
San Benito	Victim Witness Program Coordinator	\$ 5,054	\$ 6,775	34.1%
Amador	Dir of Victim Witness Assistance Bureau	\$ 5,389	\$ 6,550	21.6%
Tuolumne	Victim Witness Services Supervisor	\$ 4,979	\$ 6,078	22.1%
Colusa	Bilingual Victim Witness Program Coordinator	\$ 4,468	\$ 5,724	28.1%
Tehama	Victim Witness Coordinator	\$ 4,694	\$ 5,720	21.9%
Mariposa	Victim Witness Coordinator	\$ 4,607	\$ 5,600	21.6%
Calaveras	Victim Witness Coordinator	\$ 4,092	\$ 4,975	21.6%
Trinity	Victim Witness Coordinator	\$ 3,549	\$ 4,756	34.0%
Inyo	Victim Witness Coordinator	\$ 3,758	\$ 4,564	21.4%
Siskiyou	Victim/Witness Coordinator/Director	\$ 3,689	\$ 4,484	21.6%
Madera	No Comparable Class			
Nevada	No Comparable Class			
Mono Rank		3/13		
Coefficient of Variance		21%		
Number of Observations		12	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 5,922	13.07%
Labor Market Median (50th Percentile)			\$ 5,722	16.01%
65th Percentile			\$ 6,149	9.74%
75th Percentile			\$ 6,606	3.02%
Percentile Rank			83	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Parks and Facilities Superintendent

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Director of Facilities Management	\$ 9,237	\$ 11,276	22.1%
Madera	General Services Manager	\$ 7,366	\$ 8,953	21.5%
Inyo	Public Works Deputy	\$ 7,318	\$ 8,892	21.5%
Mono	Parks and Facilities Superintendent		\$ 8,604	
Mariposa	Facilities and Recreation Manager	\$ 6,915	\$ 8,405	21.5%
Amador	Facilities & Projects Manager	\$ 6,477	\$ 7,873	21.5%
Tuolumne	Facilities Manager	\$ 5,725	\$ 6,989	22.1%
Calaveras	Facilities Maintenance & Grounds Manager	\$ 5,703	\$ 6,932	21.6%
Sutter	Facilities Maintenance Superintendent	\$ 5,523	\$ 6,775	22.7%
Trinity	Facilities Operations Superintendent	\$ 4,890	\$ 6,554	34.0%
Tehama	Facilities Maintenance & Improvement Dir	\$ 4,929	\$ 6,007	21.9%
Siskiyou	Building Maintenance Manager	\$ 4,593	\$ 5,583	21.5%
Colusa	No Comparable Class			
San Benito	No Comparable Class			
Yuba	No Comparable Class			
Mono Rank		4/12		
Coefficient of Variance		21%		
Number of Observations		11	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 7,658	10.99%
Labor Market Median (50th Percentile)			\$ 6,989	18.77%
65th Percentile			\$ 8,139	5.40%
75th Percentile			\$ 8,649	-0.52%
Percentile Rank			74	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Public Health Director

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Madera	Public Health Director	\$ 11,500	\$ 13,978	21.5%
Nevada	Director of Public Health	\$ 10,870	\$ 13,271	22.1%
Yuba	Deputy Director, HHS	\$ 9,280	\$ 12,064	30.0%
San Benito	Deputy Director - HHSA	\$ 8,482	\$ 11,373	34.1%
Sutter	Health & Human Services Branch Director	\$ 9,180	\$ 11,161	21.6%
Mono	Public Health Director		\$ 11,014	
Mariposa	Division Director of Health Services	\$ 8,814	\$ 10,713	21.5%
Tuolumne	Director of Public Health	\$ 7,800	\$ 9,522	22.1%
Siskiyou	Director of Public Health Division	\$ 7,691	\$ 9,349	21.6%
Calaveras	Deputy Director of Public Health	\$ 7,561	\$ 9,190	21.5%
Amador	Public Health Director		\$ 8,938	
Inyo	HHS Deputy Dir Public Health	\$ 7,318	\$ 8,892	21.5%
Trinity	Public Health Nursing Director	\$ 6,272	\$ 8,405	34.0%
Tehama	Public Health Director	\$ 6,795	\$ 8,280	21.9%
Colusa	No Comparable Class			
Mono Rank		6/14		
Coefficient of Variance		18%		
Number of Observations		13	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 10,395	5.62%
Labor Market Median (50th Percentile)			\$ 9,522	13.55%
65th Percentile			\$ 11,071	-0.52%
75th Percentile			\$ 11,373	-3.26%
Percentile Rank			64	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Public Health Officer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yuba	Health Officer	\$ 22,305	\$ 28,997	30.0%
San Benito	Public Health Officer	\$ 15,990	\$ 20,947	31.0%
Nevada	Public Health Officer	\$ 15,645	\$ 19,099	22.1%
Madera	Public Health Officer	\$ 15,512	\$ 18,854	21.5%
Mariposa	County Health Officer		\$ 18,231	
Mono	Public Health Officer		\$ 18,200	
Tuolumne	Health Officer	\$ 14,549	\$ 17,761	22.1%
Tehama	Health Officer/Physician Surgeon		\$ 16,480	
Sutter	Health Officer	\$ 13,551	\$ 16,465	21.5%
Siskiyou	Public Health Officer	\$ 13,460	\$ 16,361	21.6%
Inyo	Health Officer		\$ 11,000	
Amador	No Comparable Class			
Calaveras	No Comparable Class			
Colusa	No Comparable Class			
Trinity	No Comparable Class			
Mono Rank		6/11		
Coefficient of Variance		25%		
Number of Observations		10	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 18,419	-1.21%
Labor Market Median (50th Percentile)			\$ 17,996	1.12%
65th Percentile			\$ 18,761	-3.08%
75th Percentile			\$ 19,038	-4.60%
Percentile Rank			55	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Public Works Director/Dir of Road Operations

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	RMA Director	\$ 12,333	\$ 16,372	32.8%
Nevada	Director of Public Works	\$ 13,073	\$ 15,960	22.1%
Yuba	Public Works Director	\$ 11,146	\$ 14,490	30.0%
Madera	Director of Public Works	\$ 11,500	\$ 13,978	21.5%
Trinity	Director Transportation/Building Development	\$ 10,169	\$ 13,627	34.0%
Calaveras	Director of Public Works & Transportation		\$ 13,154	
Tuolumne	Public Works Director	\$ 10,210	\$ 12,465	22.1%
Mariposa	Director of Public Works & Transportation		\$ 12,345	
Mono	Public Works Director/Director of Roads Operations		\$ 12,046	
Colusa	Director of Public Works - Unlicensed	\$ 9,373	\$ 12,001	28.0%
Inyo	Public Works Director		\$ 11,289	
Amador	Director of Transportation and Public Works		\$ 10,915	
Tehama	Director of Public Works		\$ 10,911	
Siskiyou	Director of Public Works		\$ 10,829	
Sutter	No Comparable Class			
Mono Rank		9/14		
Coefficient of Variance		14%		
Number of Observations		13	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 12,949	-7.49%
Labor Market Median (50th Percentile)			\$ 12,465	-3.47%
65th Percentile			\$ 13,532	-12.34%
75th Percentile			\$ 13,978	-16.04%
Percentile Rank			34	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Public Works Project Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Public Works Project Manager	\$ 7,528	\$ 9,191	22.1%
Yuba	Public Works Project Manager	\$ 6,913	\$ 8,987	30.0%
Calaveras	Public Works Project Manager	\$ 7,133	\$ 8,670	21.6%
San Benito	Capital Program Manager	\$ 6,376	\$ 8,544	34.0%
Amador	Public Works Senior Project Manager	\$ 6,219	\$ 7,559	21.5%
Mono	Public Works Project Manager		\$ 6,874	
Sutter	Facilities Project Manager	\$ 5,330	\$ 6,522	22.4%
Colusa	Public Works Program Manager	\$ 5,057	\$ 6,477	28.1%
Inyo	No Comparable Class			
Madera	No Comparable Class			
Mariposa	No Comparable Class			
Siskiyou	No Comparable Class			
Tehama	No Comparable Class			
Trinity	No Comparable Class			
Tuolumne	No Comparable Class			
Mono Rank		6/8		
Coefficient of Variance		14%		
Number of Observations		7	Market Value	Percent +/-
Variability		Moderate		
Labor Market Mean			\$ 7,993	-16.27%
Labor Market Median (50th Percentile)			\$ 8,544	-24.29%
65th Percentile			\$ 8,658	-25.94%
75th Percentile			\$ 8,829	-28.43%
Percentile Rank			22	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Risk Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Madera	Deputy CAO - Legal/Risk Services	\$ 10,548	\$ 12,822	21.6%
Yuba	Assistant Human Resources Director	\$ 8,941	\$ 11,624	30.0%
Nevada	Risk Manager	\$ 8,529	\$ 10,412	22.1%
Inyo	Risk Manager	\$ 7,318	\$ 8,892	21.5%
Sutter	Risk Management Administrator	\$ 7,123	\$ 8,726	22.5%
Mono	Risk Manager		\$ 7,916	
Trinity	Risk & Loss Prevention Manager	\$ 5,305	\$ 7,109	34.0%
Amador	Human Resources/Risk Administrator	\$ 5,486	\$ 6,668	21.5%
Colusa	Safety Officer-Asst Risk Manager	\$ 4,667	\$ 5,981	28.2%
Calaveras	No Comparable Class			
Mariposa	No Comparable Class			
San Benito	No Comparable Class			
Siskiyou	No Comparable Class			
Tehama	No Comparable Class			
Tuolumne	No Comparable Class			
Mono Rank		6/9		
Coefficient of Variance		27%		
Number of Observations		8	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 9,029	-14.06%
Labor Market Median (50th Percentile)			\$ 8,809	-11.28%
65th Percentile			\$ 9,728	-22.89%
75th Percentile			\$ 10,715	-35.36%
Percentile Rank			36	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Road Superintendent

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Road Services Manager	\$ 8,700	\$ 10,621	22.1%
Inyo	Public Works Deputy	\$ 7,318	\$ 8,892	21.5%
Mono	Road Superintendent		\$ 8,608	
Amador	PW Maintenance Superintendent		\$ 7,969	
San Benito	Public Works Superintendent	\$ 5,823	\$ 7,805	34.0%
Yuba	Public Works Superintendent	\$ 5,787	\$ 7,524	30.0%
Madera	Road Superintendent	\$ 5,983	\$ 7,273	21.6%
Mariposa	Public Works Superintendent	\$ 5,909	\$ 7,181	21.5%
Trinity	Road Superintendent	\$ 5,191	\$ 6,957	34.0%
Sutter	Road Maintenance Superintendent	\$ 5,523	\$ 6,775	22.7%
Tuolumne	Road Superintendent	\$ 5,501	\$ 6,716	22.1%
Calaveras	Road Superintendent	\$ 5,507	\$ 6,692	21.5%
Colusa	Public Works Superintendent	\$ 5,064	\$ 6,492	28.2%
Tehama	Operations Superintendent	\$ 5,308	\$ 6,467	21.8%
Siskiyou	Road Superintendent	\$ 5,064	\$ 6,156	21.6%
Mono Rank		3/15		
Coefficient of Variance		16%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 7,394	14.10%
Labor Market Median (50th Percentile)			\$ 7,069	17.88%
65th Percentile			\$ 7,386	14.20%
75th Percentile			\$ 7,735	10.15%
Percentile Rank			90	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Sheriff-Coroner

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	Sheriff/Coroner	\$ 13,606	\$ 18,077	32.9%
Nevada	Sheriff/Coroner/Public Administrator		\$ 16,944	
Madera	Sheriff-Coroner	\$ 14,643	\$ 16,143	10.3%
Yuba	Sheriff-Coroner	\$ 11,938	\$ 14,571	22.1%
Colusa	Sheriff/Coroner	\$ 10,677	\$ 13,631	27.7%
Inyo	Sheriff		\$ 13,338	
Mariposa	Sheriff/Coroner		\$ 13,336	
Amador	Sheriff-Coroner		\$ 13,203	
Tuolumne	Sheriff-Coroner		\$ 12,972	
Sutter	Sheriff-Coroner		\$ 12,627	
Mono	Sheriff-Coroner		\$ 12,604	
Calaveras	Sheriff		\$ 12,442	
Trinity	Sheriff/Coroner	\$ 8,334	\$ 11,168	34.0%
Tehama	Sheriff/Coroner		\$ 11,053	
Siskiyou	Sheriff/Coroner		\$ 10,929	
Mono Rank		11/15		
Coefficient of Variance		16%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 13,602	-7.92%
Labor Market Median (50th Percentile)			\$ 13,269	-5.28%
65th Percentile			\$ 13,470	-6.87%
75th Percentile			\$ 14,336	-13.74%
Percentile Rank			30	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Social Services Director

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Tuolumne	Human Services Director	\$ 12,280	\$ 14,991	22.1%
Nevada	Director of Social Services	\$ 11,089	\$ 13,538	22.1%
Madera	Director of Social Services	\$ 11,105	\$ 13,499	21.6%
Colusa	Director Health & Human Services	\$ 10,346	\$ 13,247	28.0%
Yuba	Deputy Director, HHS	\$ 9,280	\$ 12,064	30.0%
San Benito	Deputy Director - HHSA	\$ 8,482	\$ 11,373	34.1%
Sutter	Health & Human Services Branch Director	\$ 9,180	\$ 11,161	21.6%
Mono	Social Services Director		\$ 11,014	
Amador	Social Services Director		\$ 10,791	
Mariposa	Division Director of Human Services	\$ 8,814	\$ 10,713	21.5%
Tehama	Social Services Director	\$ 7,980	\$ 9,775	22.5%
Siskiyou	Director of Social Services Division	\$ 7,691	\$ 9,349	21.6%
Inyo	HHS Deputy Dir Aging & SS	\$ 7,318	\$ 8,892	21.5%
Trinity	Deputy Dir of Health & Human Services	\$ 6,526	\$ 8,746	34.0%
Calaveras	Deputy Director of Social Services	\$ 6,448	\$ 7,838	21.6%
Mono Rank		8/15		
Coefficient of Variance		19%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 11,141	-1.16%
Labor Market Median (50th Percentile)			\$ 10,976	0.34%
65th Percentile			\$ 11,684	-6.09%
75th Percentile			\$ 12,951	-17.59%
Percentile Rank			51	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Solid Waste Superintendent

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
<i>Mono</i>	<i>Solid Waste Superintendent</i>		\$ 7,689	
Siskiyou	Dep Dir of General Services	\$ 6,016	\$ 7,312	21.6%
Mariposa	Public Works Superintendent	\$ 5,909	\$ 7,181	21.5%
Inyo	Integrated Waste Mgmt Program Supt	\$ 5,741	\$ 6,976	21.5%
Trinity	Deputy Director of Solid Waste	\$ 5,039	\$ 6,752	34.0%
Calaveras	Integrated Waste Ops Supervisor	\$ 5,429	\$ 6,601	21.6%
Amador	No Comparable Class			
Colusa	No Comparable Class			
Madera	No Comparable Class			
Nevada	No Comparable Class			
San Benito	No Comparable Class			
Sutter	No Comparable Class			
Tehama	No Comparable Class			
Tuolumne	No Comparable Class			
Yuba	No Comparable Class			
Mono Rank		1/6		
Coefficient of Variance		4%		
Number of Observations		5	Market Value	Percent +/-
Variability		Low		
Labor Market Mean			\$ 6,964	9.43%
Labor Market Median (50th Percentile)			\$ 6,976	9.27%
65th Percentile			\$ 7,099	7.67%
75th Percentile			\$ 7,181	6.61%
Percentile Rank			100	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Treasurer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Benito	Treasurer-Tax Collector-Public Admin	\$ 10,878	\$ 14,421	32.6%
Nevada	Treasurer-Tax Collector		\$ 13,538	
Madera	Treasurer/Tax Collector	\$ 11,901	\$ 13,121	10.3%
Tuolumne	Treasurer-Tax Collector		\$ 12,097	
Yuba	Treasurer-Tax Collector	\$ 9,165	\$ 11,145	21.6%
Sutter	Treasurer-Tax Collector		\$ 9,782	
Tehama	Treasurer-Tax Collector		\$ 9,759	
Calaveras	Treasurer/Tax Collector		\$ 9,511	
Mariposa	Treasurer/Tax Collector/County Clerk		\$ 9,338	
Mono	Treasurer		\$ 9,293	
Amador	Treasurer/Tax Collector		\$ 9,005	
Trinity	Treasurer-Tax Collector	\$ 6,695	\$ 8,972	34.0%
Inyo	Treasurer/Tax Collector		\$ 8,902	
Siskiyou	Treasurer-Tax Collector		\$ 8,530	
Colusa	Treasurer/Tax Collector/Pub Guardian	\$ 6,609	\$ 8,451	27.9%
Mono Rank		10/15		
Coefficient of Variance		19%		
Number of Observations		14	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 10,469	-12.67%
Labor Market Median (50th Percentile)			\$ 9,635	-3.68%
65th Percentile			\$ 10,395	-11.87%
75th Percentile			\$ 11,859	-27.62%
Percentile Rank			37	

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Undersheriff

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Nevada	Undersheriff	\$ 12,055	\$ 14,716	22.1%
Yuba	Undersheriff	\$ 10,399	\$ 13,519	30.0%
Sutter	Undersheriff	\$ 9,373	\$ 13,188	40.7%
Mono	Undersheriff		\$ 12,738	
Amador	Undersheriff		\$ 12,575	
San Benito	Undersheriff	\$ 9,291	\$ 12,434	33.8%
Madera	Undersheriff	\$ 9,532	\$ 11,586	21.5%
Calaveras	Undersheriff	\$ 9,485	\$ 11,528	21.5%
Tuolumne	Undersheriff	\$ 9,334	\$ 11,394	22.1%
Inyo	Undersheriff	\$ 8,457	\$ 10,799	27.7%
Mariposa	Sheriff's Undersheriff	\$ 8,879	\$ 10,793	21.6%
Tehama	Assistant Sheriff	\$ 8,758	\$ 10,668	21.8%
Trinity	Undersheriff	\$ 6,761	\$ 9,060	34.0%
Siskiyou	Undersheriff	\$ 7,323	\$ 8,902	21.6%
Colusa	No Comparable Class			
Mono Rank		4/14		
Coefficient of Variance		14%		
Number of Observations		13	Market Value	Percent +/-
Variability		High		
Labor Market Mean			\$ 11,628	8.72%
Labor Market Median (50th Percentile)			\$ 11,528	9.50%
65th Percentile			\$ 12,264	3.72%
75th Percentile			\$ 12,575	1.28%
Percentile Rank			77	

APPENDIX B
SALARY RANGE RECOMMENDATIONS

**Mono County
Salary Recommendations
Benchmark Classes set to Market 65th Percentile**

Line	Classification Job Title	Current Salary	Market Deviation	Salary Table Rounding		Internal Alignment/Salary Setting Rationale	
				Table Rounded Range	Table Rounded Range Max		Percent Change
1	Board Chairperson	\$ 4,462			\$5,202	16.6%	Maintain same percentage relationship to Board Member
2	Board Member	\$ 4,109	-16.6%		\$4,792	16.6%	Benchmark; set to market
3							
4	County Administrative Officer	\$ 15,000	-16.0%	25	\$17,246	15.0%	Benchmark; set to market
5	Assistant County Administrative Officer	\$ 12,500		21	\$14,189	13.5%	Same as Director of Finance
6	Assistant to the CAO	\$ 7,573	-5.4%	9	\$7,901	4.3%	Benchmark; set to market
7							
8	Clerk/Recorder/Registrar/Clerk of the Board	\$ 9,981	-0.1%	14	\$10,084	1.0%	Benchmark; set to market
9	Assistant Clerk Recorder Registrar of Voters	\$ 7,572	-8.0%	10	\$8,296	9.6%	Benchmark; set to market
10							
11	Assessor	\$ 10,325	-5.1%	16	\$11,117	7.7%	Benchmark; set to market
12	Assistant Assessor	\$ 8,991		13	\$9,603	6.8%	Approx. 15% below Assessor
13							
14	District Attorney	\$ 13,106	-10.3%	21	\$14,189	8.3%	Benchmark; set to market
15	Assistant District Attorney	\$ 11,006	-9.0%	18	\$12,257	11.4%	Benchmark; set to market
16	Deputy District Attorney III	\$ 10,108	-2.9%	15	\$10,588	4.7%	Benchmark; set to market
17	DA Operations and Program Supervisor	\$ 6,812	+9.7%	4	\$6,190	-9.1%	Benchmark; set to market
18							
19	DA Chief Investigator	\$ 10,094	+10.9%	15	\$10,588	4.9%	Benchmark; set to market; SCS*
20	DA Investigator II	\$ 8,640	+7.5%	11	\$8,711	0.8%	Benchmark; set to market; SCS*
21							
22	County Counsel	\$ 15,488	-9.2%	25	\$17,246	11.4%	Benchmark; set to market
23	Assistant County Counsel	\$ 11,007	-8.5%	18	\$12,257	11.4%	Benchmark; set to market; maintain parity with Assistant DA
24	Deputy County Counsel III	\$ 9,790		15	\$10,588	8.1%	Approx. 10% above Deputy County Counsel II
25	Deputy County Counsel II	\$ 9,211	-2.7%	13	\$9,603	4.3%	Benchmark; set to market
26	Deputy County Counsel I	--		11	\$8,711	--	Approx. 10% below Deputy County Counsel II
27							
28	Director of Finance	\$ 12,532	-10.6%	21	\$14,189	13.2%	Benchmark; set to market; 10% above Auditor/Controller Data
29	Assistant Director of Finance	\$ 9,293	-7.5%	14	\$10,084	8.5%	Benchmark; set to market
30							
31	HR Director	\$ 10,756	-2.0%	16	\$11,117	3.4%	Benchmark; set to market
32	Risk Manager	\$ 7,916		12	\$9,146	15.5%	Approx. 20% below HR Director
33							
34	Information Technology Director	\$ 12,906	+5.3%	21	\$14,189	9.9%	Benchmark; set to market; same as Finance Director
35							
36	Community Development Director	\$ 11,014	-14.0%	18	\$12,257	11.3%	Benchmark; set to market
37							
38	Economic Development Director	\$ 9,981		16	\$11,117	11.4%	Approx. 10% below Community Development Director

**Mono County
Salary Recommendations
Benchmark Classes set to Market 65th Percentile**

Line	Classification Job Title	Current Salary	Market Deviation	Salary Table Rounding		Percent Change	Internal Alignment/Salary Setting Rationale
				Table Rounded Range	Table Rounded Range Max		
39	Economic Development Manager	\$ 7,571		12	\$9,146	20.8%	Approx. 10% below Housing Coordinator
40							
41	Housing Coordinator	\$ 9,034		14	\$10,084	11.6%	Approx. 10% below Economic Development Director
42							
43	Eastern Sierra Recreation Coordinator	\$ 5,852		5	\$6,500	11.1%	Approx. 20% below Assistant to the CAO
44							
45	Animal Services Director	New		6	\$6,825	--	Benchmark; set to market
46							
47	Director of Behavioral Health	\$ 11,014	-10.9%	18	\$12,257	11.3%	Benchmark; set to market
48	Public Health Director	\$ 11,014		18	\$12,257	11.3%	Same as Director of Behavioral Health
49	Public Health Officer	\$ 18,200	-3.1%	27	\$19,014	4.5%	Benchmark; set to market
50							
51	EMS Chief	\$ 10,325		17	\$11,673	13.1%	Approx. 5% below Public Health Director
52							
53	Social Services Director	\$ 11,014		18	\$12,257	11.3%	Same as Director of Behavioral Health
54	Environmental Health Manager	\$ 9,363	+3.1%	13	\$9,603	2.6%	Benchmark; set to market; SCS*
55							
56	Public Works Director/Dir of Road Operations	\$ 12,046	-12.3%	20	\$13,513	12.2%	Benchmark; set to market
57	County Engineer	\$ 10,502	-3.0%	15	\$10,588	0.8%	Benchmark; set to market
58	Public Works Project Manager	\$ 6,874		9	\$7,901	14.9%	Approx. 10% below Road Superintendent
59	Road Superintendent	\$ 8,608		11	\$8,711	1.2%	Same as Parks and Facilities Superintendent
60	Solid Waste Superintendent	\$ 7,689		9	\$7,901	2.8%	Approx. 10% below Parks and Facilities Superintendent
61	Parks and Facilities Superintendent	\$ 8,604	+5.4%	11	\$8,711	1.2%	Benchmark; set to market; SCS*
62							
63	Chief Probation Officer	\$ 11,014	-15.3%	19	\$12,870	16.9%	Benchmark; set to market
64							
65	Sheriff-Coroner	\$ 12,604		21	\$14,189	12.6%	Approx. 10% above Undersheriff
66	Undersheriff	\$ 12,738	+3.7%	19	\$12,870	1.0%	Benchmark; set to market; SCS*

APPENDIX C
SALARY MATRIX

Mono County
Salary Matrix
5% between ranges; 5% between steps

Class Title	Range #	Period	Step A	Step B	Step C	Step D	Step E
DA Operations and Program Supervisor	1	Hourly	25.38	26.65	27.98	29.38	30.85
		Bi-weekly	2,030.54	2,132.04	2,238.65	2,350.58	2,468.12
		Monthly	4,399.46	4,619.43	4,850.40	5,092.92	5,347.57
		Annual	52,794	55,433	58,205	61,115	64,171
	2	Hourly	26.65	27.98	29.38	30.85	32.39
		Bi-weekly	2,132.04	2,238.65	2,350.58	2,468.12	2,591.50
		Monthly	4,619.43	4,850.40	5,092.92	5,347.57	5,614.95
		Annual	55,433	58,205	61,115	64,171	67,379
	3	Hourly	27.98	29.38	30.85	32.39	34.01
		Bi-weekly	2,238.65	2,350.58	2,468.12	2,591.50	2,721.08
		Monthly	4,850.40	5,092.92	5,347.57	5,614.95	5,895.70
		Annual	58,205	61,115	64,171	67,379	70,748
Eastern Sierra Recreation Coordinator	4	Hourly	29.38	30.85	32.39	34.01	35.71
		Bi-weekly	2,350.58	2,468.12	2,591.50	2,721.08	2,857.15
		Monthly	5,092.92	5,347.57	5,614.95	5,895.70	6,190.48
		Annual	61,115	64,171	67,379	70,748	74,286
Animal Services Director	5	Hourly	30.85	32.39	34.01	35.71	37.50
		Bi-weekly	2,468.12	2,591.50	2,721.08	2,857.15	3,000.00
		Monthly	5,347.57	5,614.95	5,895.70	6,190.48	6,500.00
		Annual	64,171	67,379	70,748	74,286	78,000
Assistant to the CAO Public Works Project Manager Solid Waste Superintendent	6	Hourly	32.39	34.01	35.71	37.50	39.38
		Bi-weekly	2,591.50	2,721.08	2,857.15	3,000.00	3,150.00
		Monthly	5,614.95	5,895.70	6,190.48	6,500.00	6,825.00
		Annual	67,379	70,748	74,286	78,000	81,900
	7	Hourly	34.01	35.71	37.50	39.38	41.34
		Bi-weekly	2,721.08	2,857.15	3,000.00	3,150.00	3,307.50
		Monthly	5,895.70	6,190.48	6,500.00	6,825.00	7,166.25
		Annual	70,748	74,286	78,000	81,900	85,995
	8	Hourly	35.71	37.50	39.38	41.34	43.41
		Bi-weekly	2,857.15	3,000.00	3,150.00	3,307.50	3,472.88
		Monthly	6,190.48	6,500.00	6,825.00	7,166.25	7,524.56
		Annual	74,286	78,000	81,900	85,995	90,295
Assistant Clerk Recorder Registrar of Voters	9	Hourly	37.50	39.38	41.34	43.41	45.58
		Bi-weekly	3,000.00	3,150.00	3,307.50	3,472.88	3,646.50
		Monthly	6,500.00	6,825.00	7,166.25	7,524.56	7,900.79
		Annual	78,000	81,900	85,995	90,295	94,809
Deputy County Counsel I DA Investigator II Road Superintendent Parks and Facilities Superintendent	10	Hourly	39.38	41.34	43.41	45.58	47.86
		Bi-weekly	3,150.00	3,307.50	3,472.88	3,646.50	3,828.85
		Monthly	6,825.00	7,166.25	7,524.56	7,900.79	8,295.83
		Annual	81,900	85,995	90,295	94,809	99,550
Risk Manager Economic Development Manager	11	Hourly	41.34	43.41	45.58	47.86	50.25
		Bi-weekly	3,307.50	3,472.88	3,646.50	3,828.85	4,020.27
		Monthly	7,166.25	7,524.56	7,900.79	8,295.83	8,710.62
		Annual	85,995	90,295	94,809	99,550	104,527
Assistant Assessor Deputy County Counsel II Environmental Health Manager	12	Hourly	43.41	45.58	47.86	50.25	52.77
		Bi-weekly	3,472.88	3,646.50	3,828.85	4,020.27	4,221.31
		Monthly	7,524.56	7,900.79	8,295.83	8,710.62	9,146.15
		Annual	90,295	94,809	99,550	104,527	109,754
Assistant Assessor Deputy County Counsel II Environmental Health Manager	13	Hourly	45.58	47.86	50.25	52.77	55.40
		Bi-weekly	3,646.50	3,828.85	4,020.27	4,221.31	4,432.38
		Monthly	7,900.79	8,295.83	8,710.62	9,146.15	9,603.46
		Annual	94,809	99,550	104,527	109,754	115,242

Mono County
Salary Matrix
5% between ranges; 5% between steps

Class Title	Range #	Period	Step A	Step B	Step C	Step D	Step E
Clerk/Recorder/Registrar/Clerk of the Board Assistant Director of Finance Housing Coordinator	14	Hourly	47.86	50.25	52.77	55.40	58.18
		Bi-weekly	3,828.85	4,020.27	4,221.31	4,432.38	4,654.00
		Monthly	8,295.83	8,710.62	9,146.15	9,603.46	10,083.63
		Annual	99,550	104,527	109,754	115,242	121,004
Deputy District Attorney III DA Chief Investigator Deputy County Counsel III County Engineer	15	Hourly	50.25	52.77	55.40	58.18	61.08
		Bi-weekly	4,020.27	4,221.31	4,432.38	4,654.00	4,886.69
		Monthly	8,710.62	9,146.15	9,603.46	10,083.63	10,587.81
		Annual	104,527	109,754	115,242	121,004	127,054
Assessor HR Director Economic Development Director	16	Hourly	52.77	55.40	58.18	61.08	64.14
		Bi-weekly	4,221.31	4,432.38	4,654.00	4,886.69	5,131.00
		Monthly	9,146.15	9,603.46	10,083.63	10,587.81	11,117.20
		Annual	109,754	115,242	121,004	127,054	133,406
EMS Chief	17	Hourly	55.40	58.18	61.08	64.14	67.34
		Bi-weekly	4,432.38	4,654.00	4,886.69	5,131.00	5,387.58
		Monthly	9,603.46	10,083.63	10,587.81	11,117.20	11,673.06
		Annual	115,242	121,004	127,054	133,406	140,077
Assistant County Counsel Assistant District Attorney Community Development Director Director of Behavioral Health Public Health Director Social Services Director	18	Hourly	58.18	61.08	64.14	67.34	70.71
		Bi-weekly	4,654.00	4,886.69	5,131.00	5,387.58	5,656.96
		Monthly	10,083.63	10,587.81	11,117.20	11,673.06	12,256.71
		Annual	121,004	127,054	133,406	140,077	147,081
		Hourly	61.08	64.14	67.34	70.71	74.25
Chief Probation Officer Undersheriff	19	Bi-weekly	4,886.69	5,131.00	5,387.58	5,656.96	5,939.81
		Monthly	10,587.81	11,117.20	11,673.06	12,256.71	12,869.55
		Annual	127,054	133,406	140,077	147,081	154,435
		Hourly	64.14	67.34	70.71	74.25	77.96
Public Works Director/Dir of Road Operations	20	Bi-weekly	5,131.00	5,387.58	5,656.96	5,939.81	6,236.77
		Monthly	11,117.20	11,673.06	12,256.71	12,869.55	13,513.03
		Annual	133,406	140,077	147,081	154,435	162,156
		Hourly	67.34	70.71	74.25	77.96	81.86
Assistant County Administrative Officer District Attorney Director of Finance Information Technology Director Sheriff-Coroner	21	Bi-weekly	5,387.58	5,656.96	5,939.81	6,236.77	6,548.62
		Monthly	11,673.06	12,256.71	12,869.55	13,513.03	14,188.68
		Annual	140,077	147,081	154,435	162,156	170,264
		Hourly	70.71	74.25	77.96	81.86	85.95
	22	Bi-weekly	5,656.96	5,939.81	6,236.77	6,548.62	6,876.04
		Monthly	12,256.71	12,869.55	13,513.03	14,188.68	14,898.11
		Annual	147,081	154,435	162,156	170,264	178,777
		Hourly	74.25	77.96	81.86	85.95	90.25
	23	Bi-weekly	5,939.81	6,236.77	6,548.62	6,876.04	7,219.85
		Monthly	12,869.55	13,513.03	14,188.68	14,898.11	15,643.02
		Annual	154,435	162,156	170,264	178,777	187,716
		Hourly	77.96	81.86	85.95	90.25	94.76
	24	Bi-weekly	6,236.77	6,548.62	6,876.04	7,219.85	7,580.85
		Monthly	13,513.03	14,188.68	14,898.11	15,643.02	16,425.17
		Annual	162,156	170,264	178,777	187,716	197,102
		Hourly	81.86	85.95	90.25	94.76	99.50
County Administrative Officer County Counsel	25	Bi-weekly	6,548.62	6,876.04	7,219.85	7,580.85	7,959.88
		Monthly	14,188.68	14,898.11	15,643.02	16,425.17	17,246.43
		Annual	170,264	178,777	187,716	197,102	206,957
		Hourly	85.95	90.25	94.76	99.50	

Mono County
Salary Matrix
5% between ranges; 5% between steps

Class Title	Range #	Period	Step A	Step B	Step C	Step D	Step E
Public Health Officer	26	Hourly	85.95	90.25	94.76	99.50	104.47
		Bi-weekly	6,876.04	7,219.85	7,580.85	7,959.88	8,357.88
		Monthly	14,898.11	15,643.02	16,425.17	17,246.43	18,108.75
		Annual	178,777	187,716	197,102	206,957	217,305
	27	Hourly	90.25	94.76	99.50	104.47	109.70
		Bi-weekly	7,219.85	7,580.85	7,959.88	8,357.88	8,775.77
		Monthly	15,643.02	16,425.17	17,246.43	18,108.75	19,014.19
		Annual	187,716	197,102	206,957	217,305	228,170
	28	Hourly	94.76	99.50	104.47	109.70	115.18
		Bi-weekly	7,580.85	7,959.88	8,357.88	8,775.77	9,214.58
		Monthly	16,425.17	17,246.43	18,108.75	19,014.19	19,964.90
		Annual	197,102	206,957	217,305	228,170	239,579
	29	Hourly	99.50	104.47	109.70	115.18	120.94
		Bi-weekly	7,959.88	8,357.88	8,775.77	9,214.58	9,675.31
		Monthly	17,246.43	18,108.75	19,014.19	19,964.90	20,963.15
		Annual	206,957	217,305	228,170	239,579	251,558
	30	Hourly	104.47	109.70	115.18	120.94	126.99
		Bi-weekly	8,357.88	8,775.77	9,214.58	9,675.31	10,159.08
		Monthly	18,108.75	19,014.19	19,964.90	20,963.15	22,011.31
		Annual	217,305	228,170	239,579	251,558	264,136

Mono County
Cost Implementation Analysis
At-Will and Elected Positions (excluding members of the Board of Supervisors)

Current Title	Current Salary	Range	Nearest Dollar Placement		Cost Impact per Fiscal Year		
			Step	Salary	FY 2021-22	FY 2022-23	FY 2023-24
Assistant Assessor	\$ 8,991	13	D	\$ 9,146	\$ 155	\$ 613	\$ 613
Assistant Clerk / Recorder	7,572	10	D	7,901	328	723	723
Assistant County Administrative Officer	12,500	21	C	12,870	370	1,013	1,689
Assistant County Counsel	11,007	18	C	11,117	110	666	1,250
Assistant County Counsel	11,007	18	C	11,117	111	666	1,250
Assistant Director of Finance	9,293	14	D	9,603	311	791	791
Assistant Director of Finance	9,293	14	D	9,603	311	791	791
Assistant District Attorney	11,006	18	C	11,117	111	667	1,251
Assistant to the Chief Administrative Officer	7,573	9	E	7,901	328	328	328
Chief of Emergency Medical Services	10,325	17	C	10,588	263	792	1,348
Chief Probation Officer	11,014	19	B	11,117	104	659	1,243
County Administrative Officer	15,000	25	C	15,643	643	1,425	2,246
County Assessor	10,325	16	E	11,117	792	792	792
County Clerk / Recorder	9,981	14	E	10,084	102	102	102
County Counsel	15,488	25	C	15,643	156	938	1,759
County Engineer	10,502	15	E	10,588	86	86	86
Deputy County Counsel II	9,211	13	E	9,603	392	392	392
Deputy District Attorney III	10,108	15	E	10,588	480	480	480
Deputy District Attorney III	10,108	15	E	10,588	480	480	480
Director of Animal Services	6,825	6	E	6,825	-	-	-
Director of Behavioral Health	11,014	18	C	11,117	104	659	1,243
Director of Community Development	11,014	18	C	11,117	104	659	1,243
Director of Economic Development	9,981	16	C	10,084	102	607	1,136
Director of Finance	12,532	21	C	12,870	337	981	1,657
Director of Human Resources	10,756	16	E	11,117	362	362	362
Director of Information Technology	12,906	21	D	13,513	607	1,282	-
Director of Public Health	11,014	18	C	11,117	103	659	1,243
Director of Public Works /Road Operations	12,046	20	C	12,257	211	823	1,466
Director of Social Services	11,014	18	C	11,117	104	659	1,243
District Attorney	13,106	21	E	14,189	1,082	1,082	1,082
District Attorney Chief Investigator	10,094	15	E	10,588	494	494	494
District Attorney Investigator II	8,640	11	E	8,711	71	71	71
District Attorney Operations and Prg Supervisor	6,812	4	Y	6,812	-	-	-
Eastern Sierra Recreation Coordinator	5,852	5	C	5,896	44	338	648
Economic Development Manager	7,571	12	B	7,901	329	725	1,140
Environmental Health Manager	9,363	13	E	9,603	241	241	241
Housing Coordinator	9,034	14	C	9,146	112	569	1,049
Parks and Facilities Superintendent	8,604	11	E	8,711	107	107	107
Public Health Officer	18,200	27	E	19,014	814	814	814
Public Works Project Manager	6,874	9	C	7,166	292	650	1,026
Risk Manager	7,916	12	C	8,296	380	794	1,230
Road Superintendent	8,608	11	E	8,711	103	103	103
Sheriff-Coroner	12,604	21	E	14,189	1,585	1,585	1,585
Solid Waste Superintendent	7,689	9	E	7,901	212	212	212
Undersheriff	12,783	19	E	12,870	87	87	87
Monthly Salary Cost	\$ 463,156			\$ 476,771	\$ 13,615	\$ 26,965	\$ 37,094
Annual Salary Cost	\$ 5,557,873			\$ 5,721,248	\$ 163,375	\$ 323,579	\$ 445,127
Annual Benefit Cost	\$ 778,102			\$ 800,975	\$ 22,873	\$ 45,301	\$ 62,318
Total Fiscal Cost Increase	\$ 6,335,975			\$ 6,522,222	\$ 186,248	\$ 368,880	\$ 507,445

NOTES:

This analysis estimates the incremental increases in salary and benefit cost resulting from implementation of the proposed management compensation policy, excluding elected board of supervisors members. It excludes performance pay as that component of the policy is discretionary. The analysis assumes every participant is successful at exceeding job standards making each employee eligible to advance to the next higher step in their respect range. Benefit cost exclude health care, 401a contributions, and the annual payment towards the County's unfunded accrued pension liability.



R21-__

**A RESOLUTION OF THE MONO COUNTY
BOARD OF SUPERVISORS ADOPTING AND
IMPLEMENTING A SALARY MATRIX APPLICABLE
TO AT-WILL EMPLOYEE AND ELECTED DEPARTMENT HEAD POSITIONS AND
ADJUSTING CURRENT SALARIES TO ALIGN WITH THE ADOPTED MATRIX
FOR BOTH ELECTED DEPARTMENT HEADS AND APPOINTED AT-WILL
EMPLOYEES TO CONFORM TO THAT MATRIX AND THE POLICY**

WHEREAS, upon conclusion of labor negotiations with the County’s five employee bargaining units in May of 2020, the Board of Supervisors directed the County Administrative Officer (CAO) to have prepared a salary and compensation analysis of the County’s at-will and elected management-level positions and to use that information to develop an updated compensation policy for at-will management level employees and elected officials; and

WHEREAS, the salary and compensation analysis was prepared by the firm of Ralph Anderson & Associates in 2020 and early 2021 and presented to the Board in May of 2021 (the “**2021 Salary Survey**”); and

WHEREAS, an updated *Mono County Policy Regarding Compensation of At-Will and Elected Management-Level Officers and Employees* (the “**Management Compensation Policy**”) was prepared based on the findings and analysis presented in the Compensation Study and policy direction of the Board and CAO and adopted on June 15, 2021; and

WHEREAS, consistent with the Management Compensation Policy and the findings of the 2021 Salary Survey, the Board of Supervisors now wishes to adopt and implement a salary matrix and salary adjustments needed to integrate current positions into that matrix for at-will management level elected and appointed positions;

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

SECTION ONE: The salary matrix attached hereto as Exhibit A and incorporated by this reference is hereby adopted and shall be implemented as to all positions included therein, effective July 1, 2021.

SECTION TWO: The salaries for current at-will management-level employees and elected officials (excluding the Board of Supervisors) shall be adjusted, effective July 1, 2021, as shown in Exhibit B -- Base Salary Implementation, which is attached hereto and incorporated by this reference.

PASSED, APPROVED and ADOPTED this 15th day of June, 2021, by the following vote, to wit:

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32

AYES:
NOES:
ABSENT:
ABSTAIN:

Jennifer Kreitz, Chair
Mono County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:

Clerk of the Board

County Counsel

EXHIBIT A

**Mono County
Salary Matrix
5% between ranges; 5% between steps**

Class Title	Range #	Period	Step A	Step B	Step C	Step D	Step E
	1	Hourly	\$ 25.38	\$ 26.65	\$ 27.98	\$ 29.38	\$ 30.85
		Bi-weekly	\$ 2,031	\$ 2,132	\$ 2,239	\$ 2,351	\$ 2,468
		Monthly	\$ 4,399	\$ 4,619	\$ 4,850	\$ 5,093	\$ 5,348
		Annual	\$ 52,794	\$ 55,433	\$ 58,205	\$ 61,115	\$ 64,171
	2	Hourly	\$ 26.65	\$ 27.98	\$ 29.38	\$ 30.85	\$ 32.39
		Bi-weekly	\$ 2,132	\$ 2,239	\$ 2,351	\$ 2,468	\$ 2,592
		Monthly	\$ 4,619	\$ 4,850	\$ 5,093	\$ 5,348	\$ 5,615
		Annual	\$ 55,433	\$ 58,205	\$ 61,115	\$ 64,171	\$ 67,379
	3	Hourly	\$ 27.98	\$ 29.38	\$ 30.85	\$ 32.39	\$ 34.01
		Bi-weekly	\$ 2,239	\$ 2,351	\$ 2,468	\$ 2,592	\$ 2,721
		Monthly	\$ 4,850	\$ 5,093	\$ 5,348	\$ 5,615	\$ 5,896
		Annual	\$ 58,205	\$ 61,115	\$ 64,171	\$ 67,379	\$ 70,748
DA Operations and Program Supervisor	4	Hourly	\$ 29.38	\$ 30.85	\$ 32.39	\$ 34.01	\$ 35.71
		Bi-weekly	\$ 2,351	\$ 2,468	\$ 2,592	\$ 2,721	\$ 2,857
		Monthly	\$ 5,093	\$ 5,348	\$ 5,615	\$ 5,896	\$ 6,190
		Annual	\$ 61,115	\$ 64,171	\$ 67,379	\$ 70,748	\$ 74,286
Eastern Sierra Recreation Coordinator	5	Hourly	\$ 30.85	\$ 32.39	\$ 34.01	\$ 35.71	\$ 37.50
		Bi-weekly	\$ 2,468	\$ 2,592	\$ 2,721	\$ 2,857	\$ 3,000
		Monthly	\$ 5,348	\$ 5,615	\$ 5,896	\$ 6,190	\$ 6,500
		Annual	\$ 64,171	\$ 67,379	\$ 70,748	\$ 74,286	\$ 78,000
Director of Animal Services	6	Hourly	\$ 32.39	\$ 34.01	\$ 35.71	\$ 37.50	\$ 39.38
		Bi-weekly	\$ 2,592	\$ 2,721	\$ 2,857	\$ 3,000	\$ 3,150
		Monthly	\$ 5,615	\$ 5,896	\$ 6,190	\$ 6,500	\$ 6,825
		Annual	\$ 67,379	\$ 70,748	\$ 74,286	\$ 78,000	\$ 81,900
	7	Hourly	\$ 34.01	\$ 35.71	\$ 37.50	\$ 39.38	\$ 41.34
		Bi-weekly	\$ 2,721	\$ 2,857	\$ 3,000	\$ 3,150	\$ 3,308
		Monthly	\$ 5,896	\$ 6,190	\$ 6,500	\$ 6,825	\$ 7,166
		Annual	\$ 70,748	\$ 74,286	\$ 78,000	\$ 81,900	\$ 85,995
	8	Hourly	\$ 35.71	\$ 37.50	\$ 39.38	\$ 41.34	\$ 43.41
		Bi-weekly	\$ 2,857	\$ 3,000	\$ 3,150	\$ 3,308	\$ 3,473
		Monthly	\$ 6,190	\$ 6,500	\$ 6,825	\$ 7,166	\$ 7,525
		Annual	\$ 74,286	\$ 78,000	\$ 81,900	\$ 85,995	\$ 90,295
Assistant to the CAO Public Works Project Manager Solid Waste Superintendent	9	Hourly	\$ 37.50	\$ 39.38	\$ 41.34	\$ 43.41	\$ 45.58
		Bi-weekly	\$ 3,000	\$ 3,150	\$ 3,308	\$ 3,473	\$ 3,647
		Monthly	\$ 6,500	\$ 6,825	\$ 7,166	\$ 7,525	\$ 7,901
		Annual	\$ 78,000	\$ 81,900	\$ 85,995	\$ 90,295	\$ 94,809
Assistant Clerk / Recorder	10	Hourly	\$ 39.38	\$ 41.34	\$ 43.41	\$ 45.58	\$ 47.86
		Bi-weekly	\$ 3,150	\$ 3,308	\$ 3,473	\$ 3,647	\$ 3,829
		Monthly	\$ 6,825	\$ 7,166	\$ 7,525	\$ 7,901	\$ 8,296
		Annual	\$ 81,900	\$ 85,995	\$ 90,295	\$ 94,809	\$ 99,550
Deputy County Counsel I District Attorney Investigator II Road Superintendent Parks and Facilities Superintendent	11	Hourly	\$ 41.34	\$ 43.41	\$ 45.58	\$ 47.86	\$ 50.25
		Bi-weekly	\$ 3,308	\$ 3,473	\$ 3,647	\$ 3,829	\$ 4,020
		Monthly	\$ 7,166	\$ 7,525	\$ 7,901	\$ 8,296	\$ 8,711
		Annual	\$ 85,995	\$ 90,295	\$ 94,809	\$ 99,550	\$ 104,527
Risk Manager Economic Development Manager	12	Hourly	\$ 43.41	\$ 45.58	\$ 47.86	\$ 50.25	\$ 52.77
		Bi-weekly	\$ 3,473	\$ 3,647	\$ 3,829	\$ 4,020	\$ 4,221
		Monthly	\$ 7,525	\$ 7,901	\$ 8,296	\$ 8,711	\$ 9,146
		Annual	\$ 90,295	\$ 94,809	\$ 99,550	\$ 104,527	\$ 109,754
Assistant Assessor Deputy County Counsel II Environmental Health Manager	13	Hourly	\$ 45.58	\$ 47.86	\$ 50.25	\$ 52.77	\$ 55.40
		Bi-weekly	\$ 3,647	\$ 3,829	\$ 4,020	\$ 4,221	\$ 4,432
		Monthly	\$ 7,901	\$ 8,296	\$ 8,711	\$ 9,146	\$ 9,603
		Annual	\$ 94,809	\$ 99,550	\$ 104,527	\$ 109,754	\$ 115,242
County Clerk / Recorder Assistant Director of Finance	14	Hourly	\$ 47.86	\$ 50.25	\$ 52.77	\$ 55.40	\$ 58.18
		Bi-weekly	\$ 3,829	\$ 4,020	\$ 4,221	\$ 4,432	\$ 4,654

Mono County
Salary Matrix
5% between ranges; 5% between steps

Class Title	Range #	Period	Step A	Step B	Step C	Step D	Step E
Housing Coordinator		Monthly	\$ 8,296	\$ 8,711	\$ 9,146	\$ 9,603	\$ 10,084
		Annual	\$ 99,550	\$ 104,527	\$ 109,754	\$ 115,242	\$ 121,004
Deputy County Counsel III	15	Hourly	\$ 50.25	\$ 52.77	\$ 55.40	\$ 58.18	\$ 61.08
Deputy District Attorney III		Bi-weekly	\$ 4,020	\$ 4,221	\$ 4,432	\$ 4,654	\$ 4,887
District Attorney Chief Investigator		Monthly	\$ 8,711	\$ 9,146	\$ 9,603	\$ 10,084	\$ 10,588
County Engineer		Annual	\$ 104,527	\$ 109,754	\$ 115,242	\$ 121,004	\$ 127,054
County Assessor	16	Hourly	\$ 52.77	\$ 55.40	\$ 58.18	\$ 61.08	\$ 64.14
Director of Human Resources		Bi-weekly	\$ 4,221	\$ 4,432	\$ 4,654	\$ 4,887	\$ 5,131
Director of Economic Development		Monthly	\$ 9,146	\$ 9,603	\$ 10,084	\$ 10,588	\$ 11,117
		Annual	\$ 109,754	\$ 115,242	\$ 121,004	\$ 127,054	\$ 133,406
Chief of Emergency Medical Services	17	Hourly	\$ 55.40	\$ 58.18	\$ 61.08	\$ 64.14	\$ 67.34
		Bi-weekly	\$ 4,432	\$ 4,654	\$ 4,887	\$ 5,131	\$ 5,388
		Monthly	\$ 9,603	\$ 10,084	\$ 10,588	\$ 11,117	\$ 11,673
		Annual	\$ 115,242	\$ 121,004	\$ 127,054	\$ 133,406	\$ 140,077
Assistant County Counsel	18	Hourly	\$ 58.18	\$ 61.08	\$ 64.14	\$ 67.34	\$ 70.71
Assistant District Attorney		Bi-weekly	\$ 4,654	\$ 4,887	\$ 5,131	\$ 5,388	\$ 5,657
Director of Behavioral Health		Monthly	\$ 10,084	\$ 10,588	\$ 11,117	\$ 11,673	\$ 12,257
Director of Community Development		Annual	\$ 121,004	\$ 127,054	\$ 133,406	\$ 140,077	\$ 147,081
Director of Public Health							
Director of Social Services							
Chief Probation Officer	19	Hourly	\$ 61.08	\$ 64.14	\$ 67.34	\$ 70.71	\$ 74.25
Undersheriff		Bi-weekly	\$ 4,887	\$ 5,131	\$ 5,388	\$ 5,657	\$ 5,940
		Monthly	\$ 10,588	\$ 11,117	\$ 11,673	\$ 12,257	\$ 12,870
		Annual	\$ 127,054	\$ 133,406	\$ 140,077	\$ 147,081	\$ 154,435
Director of Public Works / Road Operations	20	Hourly	\$ 64.14	\$ 67.34	\$ 70.71	\$ 74.25	\$ 77.96
		Bi-weekly	\$ 5,131	\$ 5,388	\$ 5,657	\$ 5,940	\$ 6,237
		Monthly	\$ 11,117	\$ 11,673	\$ 12,257	\$ 12,870	\$ 13,513
		Annual	\$ 133,406	\$ 140,077	\$ 147,081	\$ 154,435	\$ 162,156
Assistant County Administrative Officer	21	Hourly	\$ 67.34	\$ 70.71	\$ 74.25	\$ 77.96	\$ 81.86
District Attorney		Bi-weekly	\$ 5,388	\$ 5,657	\$ 5,940	\$ 6,237	\$ 6,549
Director of Finance		Monthly	\$ 11,673	\$ 12,257	\$ 12,870	\$ 13,513	\$ 14,189
Director of Information Technology		Annual	\$ 140,077	\$ 147,081	\$ 154,435	\$ 162,156	\$ 170,264
Sheriff-Coroner							
	22	Hourly	\$ 70.71	\$ 74.25	\$ 77.96	\$ 81.86	\$ 85.95
		Bi-weekly	\$ 5,657	\$ 5,940	\$ 6,237	\$ 6,549	\$ 6,876
		Monthly	\$ 12,257	\$ 12,870	\$ 13,513	\$ 14,189	\$ 14,898
		Annual	\$ 147,081	\$ 154,435	\$ 162,156	\$ 170,264	\$ 178,777
	23	Hourly	\$ 74.25	\$ 77.96	\$ 81.86	\$ 85.95	\$ 90.25
		Bi-weekly	\$ 5,940	\$ 6,237	\$ 6,549	\$ 6,876	\$ 7,220
		Monthly	\$ 12,870	\$ 13,513	\$ 14,189	\$ 14,898	\$ 15,643
		Annual	\$ 154,435	\$ 162,156	\$ 170,264	\$ 178,777	\$ 187,716
	24	Hourly	\$ 77.96	\$ 81.86	\$ 85.95	\$ 90.25	\$ 94.76
		Bi-weekly	\$ 6,237	\$ 6,549	\$ 6,876	\$ 7,220	\$ 7,581
		Monthly	\$ 13,513	\$ 14,189	\$ 14,898	\$ 15,643	\$ 16,425
		Annual	\$ 162,156	\$ 170,264	\$ 178,777	\$ 187,716	\$ 197,102
County Administrative Officer	25	Hourly	\$ 81.86	\$ 85.95	\$ 90.25	\$ 94.76	\$ 99.50
County Counsel		Bi-weekly	\$ 6,549	\$ 6,876	\$ 7,220	\$ 7,581	\$ 7,960
		Monthly	\$ 14,189	\$ 14,898	\$ 15,643	\$ 16,425	\$ 17,246
		Annual	\$ 170,264	\$ 178,777	\$ 187,716	\$ 197,102	\$ 206,957
	26	Hourly	\$ 85.95	\$ 90.25	\$ 94.76	\$ 99.50	\$ 104.47
		Bi-weekly	\$ 6,876	\$ 7,220	\$ 7,581	\$ 7,960	\$ 8,358
		Monthly	\$ 14,898	\$ 15,643	\$ 16,425	\$ 17,246	\$ 18,109
		Annual	\$ 178,777	\$ 187,716	\$ 197,102	\$ 206,957	\$ 217,305
Public Health Officer	27	Hourly	\$ 90.25	\$ 94.76	\$ 99.50	\$ 104.47	\$ 109.70
		Bi-weekly	\$ 7,220	\$ 7,581	\$ 7,960	\$ 8,358	\$ 8,776
		Monthly	\$ 15,643	\$ 16,425	\$ 17,246	\$ 18,109	\$ 19,014
		Annual	\$ 187,716	\$ 197,102	\$ 206,957	\$ 217,305	\$ 228,170

**Mono County
Salary Matrix**

5% between ranges; 5% between steps

Class Title	Range #	Period	Step A	Step B	Step C	Step D	Step E
	28	Hourly	\$ 94.76	\$ 99.50	\$ 104.47	\$ 109.70	\$ 115.18
		Bi-weekly	\$ 7,581	\$ 7,960	\$ 8,358	\$ 8,776	\$ 9,215
		Monthly	\$ 16,425	\$ 17,246	\$ 18,109	\$ 19,014	\$ 19,965
		Annual	\$ 197,102	\$ 206,957	\$ 217,305	\$ 228,170	\$ 239,579
	29	Hourly	\$ 99.50	\$ 104.47	\$ 109.70	\$ 115.18	\$ 120.94
		Bi-weekly	\$ 7,960	\$ 8,358	\$ 8,776	\$ 9,215	\$ 9,675
		Monthly	\$ 17,246	\$ 18,109	\$ 19,014	\$ 19,965	\$ 20,963
		Annual	\$ 206,957	\$ 217,305	\$ 228,170	\$ 239,579	\$ 251,558
	30	Hourly	\$ 104.47	\$ 109.70	\$ 115.18	\$ 120.94	\$ 126.99
		Bi-weekly	\$ 8,358	\$ 8,776	\$ 9,215	\$ 9,675	\$ 10,159
		Monthly	\$ 18,109	\$ 19,014	\$ 19,965	\$ 20,963	\$ 22,011
		Annual	\$ 217,305	\$ 228,170	\$ 239,579	\$ 251,558	\$ 264,136

EXHIBIT B

Mono County

Base Salary Adjustments

For Incumbent At-Will Employees and Elected Officials (excluding members of the Board of Supervisors)

Current Title	Current Salary	Range	Nearest Dollar Placement			
			Step	Salary	\$ Change	% Change
Assistant Assessor	\$ 8,991	13	D	\$9,146	\$155	1.7%
Assistant County Administrative Officer	\$ 12,500	21	C	\$12,870	\$370	3.0%
Assistant County Counsel	\$ 11,007	18	C	\$11,117	\$111	1.0%
Assistant Director of Finance	\$ 9,293	14	D	\$9,603	\$311	3.3%
Assistant District Attorney	\$ 11,006	18	C	\$11,117	\$111	1.0%
Assistant to the County Administrative Officer	\$ 7,573	9	E	\$7,901	\$328	4.3%
Chief of Emergency Medical Services	\$ 10,325	17	C	\$10,588	\$263	2.5%
Chief Probation Officer	\$ 11,014	19	B	\$11,117	\$104	0.9%
County Administrative Officer	\$ 15,000	25	C	\$15,643	\$643	4.3%
County Assessor	\$ 10,325	16	M	\$11,117	\$792	7.7%
County Clerk / Recorder / Registrar of Voters	\$ 9,981	14	E	\$10,084	\$102	1.0%
County Counsel	\$ 15,488	25	C	\$15,643	\$156	1.0%
County Engineer	\$ 10,502	15	E	\$10,588	\$86	0.8%
Deputy County Counsel II	\$ 9,211	13	E	\$9,603	\$392	4.3%
Deputy District Attorney III	\$ 10,108	15	E	\$10,588	\$480	4.7%
Director of Behavioral Health	\$ 11,014	18	C	\$11,117	\$104	0.9%
Director of Community Development	\$ 11,014	18	C	\$11,117	\$104	0.9%
Director of Economic Development	\$ 9,981	16	C	\$10,084	\$102	1.0%
Director of Finance	\$ 12,532	21	C	\$12,870	\$337	2.7%
Director of Information Technology	\$ 12,906	21	D	\$13,513	\$607	4.7%
Director of Public Health	\$ 11,014	18	C	\$11,117	\$103	0.9%
Director of Public Works /Road Operations	\$ 12,046	20	C	\$12,257	\$211	1.7%
Director of Social Services	\$ 11,014	18	C	\$11,117	\$104	0.9%
District Attorney	\$ 13,106	21	M	\$14,189	\$1,082	8.3%
District Attorney Chief Investigator	\$ 10,094	15	E	\$10,588	\$494	4.9%
District Attorney Investigator II	\$ 8,640	11	E	\$8,711	\$71	0.8%
District Attorney Operations and Prg Supervisor	\$ 6,812	4	Y	\$6,812	\$0	0.0%
Eastern Sierra Recreation Coordinator	\$ 5,852	5	C	\$5,896	\$44	0.7%
Economic Development Manager	\$ 7,571	12	B	\$7,901	\$329	4.4%
Environmental Health Manager	\$ 9,363	13	E	\$9,603	\$241	2.6%
Parks and Facilities Superintendent	\$ 8,604	11	E	\$8,711	\$107	1.2%
Public Works Project Manager	\$ 6,874	9	C	\$7,166	\$292	4.2%
Risk Manager	\$ 7,916	12	C	\$8,296	\$380	4.8%
Road Superintendent	\$ 8,608	11	E	\$8,711	\$103	1.2%
Sheriff-Coroner	\$ 12,604	21	M	\$14,189	\$1,585	12.6%
Solid Waste Superintendent	\$ 7,689	9	E	\$7,901	\$212	2.8%
Undersheriff	\$ 12,783	19	E	\$12,870	\$87	0.7%

M = Fixed Market Rate for Countywide Elected Officials

Y = Current Salary is in excess of Step E and will remain constant



OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: CAO

TIME REQUIRED 20 minutes

SUBJECT Ordinance Amending Section
2.04.030 of the Mono County Code
to Adjust Salaries for the Positions of
Member and Chair of the Board of
Supervisors

**PERSONS
APPEARING
BEFORE THE
BOARD**

Robert C. Lawton, CAO, Dave
Wilbrecht, Special Project Coordinator

AGENDA DESCRIPTION:

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

Proposed ordinance amending Mono County Code section 2.03.040 to adjust salaries for the elected positions of Supervisor and Chair of the Board of Supervisors in accordance with Mono County's Management Compensation Policy and the 2021 Salary Survey of management positions.

RECOMMENDED ACTION:

- 1) Receive staff report regarding 2021 Salary Survey result from at-will management level salary study related to Board member salaries; and
- 2) Announce salary amounts and introduce, read title and waive further reading of proposed ordinance amending Mono County Code section 2.04.030 to adjust salaries for the elected positions of Supervisor and Chairperson of the Mono County Board of Supervisors in accordance with the Management Compensation Policy and 2021 Salary Survey; or
- 3) Discuss options, including partial or stepped adjustments with full implementation within a specified period, or taking no further action at this time.

FISCAL IMPACT:

Approval of the salary adjustment ordinance for the Board will increase Board compensation from \$4,109 to \$4,792 per month for regular Board members (an increase of \$683) and from \$4,462 to \$5,202 per month (an increase of \$740) for the Chair position. The projected annual fiscal impact for the next fiscal year is estimated to be \$41,644.

CONTACT NAME: Stacey Simon

PHONE/EMAIL: x1704 / ssimon@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff Report
Ordinance - Board Salaries
Survey data - Board
Cost table

History

Time	Who	Approval
6/10/2021 10:34 AM	County Counsel	Yes
6/10/2021 9:11 AM	Finance	Yes
6/10/2021 10:46 AM	County Administrative Office	Yes



COUNTY OF MONO

P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517
(760) 932-5410 • FAX (760) 932-5411

Robert C. Lawton
County Administrative Officer

John Craig
Assistant County Administrator

Date: June 15, 2021

To: Honorable Board of Supervisors

**From: Robert Lawton, County Administrative Officer
David Wilbrecht, Special Project Coordinator**

Re: Board of Supervisors Compensation Ordinance

RECOMMENDATION:

Staff recommends that your Board:

- (1) Receive staff report regarding 2021 Salary Survey result from at-will management level salary study related to Board member salaries; and
- (2) Announce salary amounts and introduce, read title and waive further reading of proposed ordinance amending Mono County Code section 2.04.030 to adjust salaries for the elected positions of Supervisor and Chairperson of the Mono County Board of Supervisors in accordance with the Management Compensation Policy and 2021 Salary Survey; or
- (3) Discuss options, including partial or stepped adjustments with full implementation within a specified period, or taking no further action at this time.

BACKGROUND:

In May of 2020, the County completed negotiations with the last of its five employee bargaining units. Those negotiations resulted in the adoption by the Board of five new Memoranda of Understanding (MOUs) applicable to each bargaining unit, respectively. Salary increases were implemented based on salary surveys and cost of living adjustments were provided.

Following completion of the MOU process, it was recognized that compensation policies applicable to the County's unrepresented employees (at-will management-level employees and elected officials) had not been updated since 2010. (See R10-74 which implemented the last revision to the County's Management Compensation Policy). In addition, salaries for the District Attorney and Sheriff had not been adjusted since 2010 and salaries for Board members had not been adjusted since 2008.

Accordingly, the Board of Supervisors directed the CAO to update the At-Will Management Compensation Policy, including the elected department heads and Board of Supervisor positions and new and existing positions, into a comprehensive policy based on an up-to-date salary survey. Following that direction, the CAO directed staff to initiate the process of updating the policy and competing a salary survey effective for the Fiscal Year 2021-2022 Budget.

The County contacted several counties in California to learn about similar policies and salary surveys and found that San Benito County had contracted with Ralph Andersen & Associates (RA&A) for a very similar study which was near completion. Staff contacted RA&A to learn more about their work with San Benito County and found the contract and scope of work was very similar in nature to what Mono County sought. Staff began discussions with RA&A and upon completion of contract negotiations, work began on updating job descriptions, the salary study, and revised policy over the winter.

RA&A was asked to look at counties that were used in previous Mono County studies and recommended a list of counties most comparable to Mono County. A complete list of counties, methodology, analysis, and recommendations are attached in the Final Survey Report and Recommendations.

DISCUSSION:

Upon completion of the Survey Report and Recommendations, the At-Will Management Compensation Policy was revised and updated -- including the Board member positions. For transparency and thoroughness, and to recognize that approval for Board member salaries was distinct from at-will and elected department head positions, the approval process for board salaries is separated from other salary adjustments. Additionally, under California law, the salaries of members of Boards of Supervisors must be approved through the adoption of an ordinance.

All California counties compensate Board of Supervisors' positions and for all practical purposes Board members are treated like employees relative to salary and benefits; they receive a salary, medical coverage, and qualify for PERS retirement. Mono County Supervisors' salaries have not been reviewed or studied since 2008. Consequently, Board member salaries are 16% behind Market Rate, based on data in the 14 optimized counties listed in the Final Survey Report and Recommendations.

The primary purpose for a salary study is to understand what other counties are doing regarding salaries and to establish a compensation package commensurate with the duties and achievements expected of all employees, whether appointed staff, or those holding elected positions including those of District Attorney, Sheriff, Assessor and County Supervisor.

The workload of a fully engaged member of the Board of Supervisors cannot be underestimated. Unlike cities or special districts, county government is extension of the State of California. Board members often serve on state-wide committees and organizations representing small counties - including Mono County - on a range of topics from agriculture

to weights and measures, water rights, and environmental impacts of state policy implementation. Locally, they are often involved in several communities within their districts, serving on committees and commissions in the region in addition to attending Board meetings and performing the oversight responsibilities of their offices. Effective representation of the public rests upon a fair and rational approach to compensation, ideally based on a salary survey providing a hands-off approach to achieve this outcome.

CONCLUSION:

Regular and on-going review and adjustment of Supervisors' salaries recognizes the work they perform and the responsibilities their positions carry. This is an objective salary-setting approach to ensure that current and future Board members are compensated in a rational method.

Attachments:

- Proposed Ordinance
- Salary Survey Data
- Cost Implementation Analysis



ORDINANCE NO. ORD21-__

**AN ORDINANCE OF THE MONO COUNTY
BOARD OF SUPERVISORS AMENDING MONO COUNTY CODE SECTION 2.04.030
TO ADJUST SALARIES FOR THE ELECTED
POSITIONS OF SUPERVISOR AND CHAIRPERSON OF THE BOARD OF
SUPERVISORS IN ACCORDANCE WITH THE MANAGEMENT COMPENSATION
POLICY AND THE 2021 SALARY SURVEY**

WHEREAS, upon conclusion of labor negotiations with the County’s five employee bargaining units in May of 2020, the Board of Supervisors directed the County Administrative Officer (CAO) to have prepared a salary and compensation analysis of the County’s at-will and elected management-level positions and officers and to use that information to develop an updated compensation policy for at-will management level employees and elected officials; and

WHEREAS, the salary and compensation analysis was prepared by the firm of Ralph Anderson & Associates in 2020 and early 2021 and presented to the Board in May of 2021 (the “**2021 Salary Survey**”); and

WHEREAS, thereafter, an updated policy regarding the compensation of at-will and elected management-level officers and employees was drafted, reflecting the analysis and findings of the 2021 Salary Survey and incorporating policy goals established by the Board of Supervisors and CAO (the “**Compensation Policy**”); and

WHEREAS, the Compensation Policy provides a fair, consistent, long-term approach to compensating the County’s at-will management-level officers and employees and elected officials which is intended to be applied uniformly to all at-will employees and elected officials, including the Board of Supervisors; and

WHEREAS, salaries for members of the Board of Supervisors is established in Mono County Code section 2.04.030, and was last adjusted in 2008 to the amount of \$4,109 for members and \$4,462 for the Chairperson; and

WHEREAS, California’s Constitution requires that the salaries of members of Boards of Supervisors be adopted by ordinance, subject to referendum by the people; and

WHEREAS, the Board now wishes to amend Mono County Code Section 2.04.030 to adjust salaries for the positions of Supervisor and Chairperson of the Board of Supervisors, consistent with the 2021 Salary Survey and the Management Compensation Policy;

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

1 **SECTION ONE:** Section 2.04.030 of the Mono County Code is hereby amended, in its
2 entirety, to read as follows:

3 “The salary of members of the board of supervisors is set at four thousand seven hundred and
4 ninety-two dollars per month, with the exception of the chair of the board whose salary is set at five
5 thousand two hundred and two dollars per month. In addition, the members of the board and their
6 dependents shall be entitled to the same medical care, dental care, and vision care coverage
7 provided to all county employees, and to the same term life insurance provided to all county
8 department heads (elected and appointed). Members of the board shall also continue to have the
9 option of being members of the California Public Employees Retirement System (CalPERS), with
10 the employee's share of any CalPERS contributions being paid by said board members (as it is by
11 other county officers and employees).”

9 **SECTION TWO:** This ordinance shall become effective 30 days from the date of its
10 adoption and final passage, which appears immediately below. The Clerk of the Board of
11 Supervisors shall post this ordinance and also publish it in the manner prescribed by Government
12 Code Section 25124 no later than 15 days after the date of its adoption and final passage. If the
13 Clerk fails to publish this ordinance within said 15-day period, then the ordinance shall not take
14 effect until 30 days after the date of publication.

13 **PASSED, APPROVED and ADOPTED** this _____ day of _____, 2021,
14 by the following vote, to wit:

15 **AYES:**

16 **NOES:**

17 **ABSENT:**

18 **ABSTAIN:**

19
20 _____
21 Jennifer Kreitz, Chair
22 Mono County Board of Supervisors

22 **ATTEST:**

22 **APPROVED AS TO FORM:**

23
24 _____
25 Clerk of the Board

23
24 _____
25 County Counsel

**MONO
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Board Member

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Madera	Member, BOS	\$ 7,342	\$ 7,709	5.0%
Amador	Board of Supervisor		\$ 6,050	
Calaveras	Board of Supervisor		\$ 5,047	
Nevada	Member, BOS		\$ 4,931	
Yuba	Supervisor		\$ 4,825	
Colusa	Board of Supervisor		\$ 4,765	
Inyo	Board Supervisor		\$ 4,765	
Mariposa	Board of Supervisors		\$ 4,471	
Tuolumne	County Supervisor		\$ 4,330	
San Benito	Supervisor		\$ 4,137	
Mono	Board Member		\$ 4,109	
Trinity	Supervisor	\$ 2,917	\$ 3,910	34.0%
Siskiyou	Supervisor		\$ 3,153	
Sutter	County Supervisor		\$ 2,873	
Tehama	Board Supervisor		\$ 1,045	
Mono Rank		11/15	Market Value	Percent +/-
Coefficient of Variance		34%		
Number of Observations		14		
Variability		High		
Labor Market Mean			\$ 4,429	-7.80%
Labor Market Median (50th Percentile)			\$ 4,618	-12.39%
65th Percentile			\$ 4,792	-16.62%
75th Percentile			\$ 4,905	-19.36%
Percentile Rank			30	

Mono County
Cost Implementation - Base Salary Adjustments
Board of Supervisors Members

Current Title	Current Salary	Base Salary Adjustments		
		Salary	\$ Change	% Change
Board Chairperson	\$ 4,462	\$5,202	\$740	16.6%
Board Member	\$ 4,109	\$4,792	\$683	16.6%
Board Member	\$ 4,109	\$4,792	\$683	16.6%
Board Member	\$ 4,109	\$4,792	\$683	16.6%
Board Member	\$ 4,109	\$4,792	\$683	16.6%
Monthly Cost	\$ 20,898	\$24,370	\$3,472	16.6%
Annual Cost	\$250,776	\$292,440	\$41,664	16.6%



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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: CAO, Finance

TIME REQUIRED Public Hearing: 10:00 AM (30 minutes)

PERSONS APPEARING BEFORE THE BOARD Janet Dutcher, Finance Director; Megan Mahaffey, Accountant II

SUBJECT Budget Public Hearing and Planned Adoption for FY 2021-22

AGENDA DESCRIPTION:

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

Public hearing and adoption of the 2021-2022 County of Mono Recommended Budget, as presented or amended. The Mono County Recommended Budget for fiscal year 2021-2022 is available on the Mono County Website:

<https://www.monocounty.ca.gov/auditor/page/2021-2022-budget-portal>

RECOMMENDED ACTION:

- 1) Conduct public budget hearing.
- 2) Adopt resolution R21-___, A Resolution of the Mono County Board of Supervisors Adopting the Final Mono County Budget for Fiscal Year 2021-2022, as presented or amended.

FISCAL IMPACT:

The recommended budget includes \$124,932,764 in expenditures, \$116,055,940 in revenues, and relies on \$8,876,824 in carryover balance. The General Fund includes \$41,480,282 in expenditures, \$40,280,282 in revenues, and relies on \$1,200,000 in carryover balance.

CONTACT NAME: Janet Dutcher

PHONE/EMAIL: 916-798-8394 / jdutcher@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
2021-2022 Recommended Budget Transmittal Letter
Resolution
2021-2022 Budget Summaries

History

Time	Who	Approval
6/9/2021 10:23 AM	County Counsel	Yes
6/9/2021 11:35 AM	Finance	Yes
6/10/2021 10:35 AM	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

June 4, 2021

Board members, Colleagues, and Community Members

We are pleased to present the County of Mono \$125 million fiscal year (FY 2021-2022) Recommended Budget. While the County Budget Act refers to this as the County Administrative Officer's recommended budget, it is a collaborative effort between the CAO's Office, Finance, and all Departments. It is compiled with critical input from stakeholders participating in this year's process. As in previous years, we are reminded that we have an extraordinarily competent team of people who consistently strive to create the best Mono County imaginable. We are again sincerely thankful for the tremendous effort from everyone to make this year's budget the best it can be during fiscally challenging times due to the pandemic.

Importance of the Annual County Budget

The most crucial policy setting action the Mono County Board of Supervisors performs every year is the adoption of our annual budget and the decisions putting this policy into action, which is allocating our scarce resources towards performing essential public services. The development of this budget has taken five months, working collaboratively with all our departments, to propose an integrated spending plan for the next twelve months. We are reminded of who our ultimate customer is, that is all Mono County citizens and visitors. This budget communicates the Board's priorities, focuses our efforts and ultimately drives employee behavior and decision making.

"Nothing is more effective than the rules and results of the budget. Nothing."¹

We are reminded of this as we set the context about how important this budget communicates to our constituents, residents, and visitors about the work the County plans to deliver over the next twelve months using scarce taxpayer resources.

Fiscal Resiliency Reminder

Your Board set fiscal resiliency as a strategic focus area and priority. Adopting a structurally balanced budget where recurring expenditures are fully paid for with recurring revenues with no reliance on carryover balances is a critical step towards achieving this goal, as well as continuing to build and maintain our reserve balances. We are again reminded that this takes patience and a commitment to stay disciplined.

County leadership continues to underscore how having a strong fiscal foundation enables the County to spring back, adapt and grow when the next recession hits. This is the classic

¹ Klein, A. (2019). *City on the line: How Baltimore transformed it's budget to beat the great recession and deliver outcomes*. Lanham, MD: Rowman & Littlefield.
P.O. Box 556, Courthouse Annex II, Bridgeport CA 93517

definition of fiscal resiliency. As experience has demonstrated time and again, it is not whether there will be another recession but the difficulty of predicting when the next recession arrives. Why not be prepared regardless by being fiscally resilient. The recommended budget we present to your Board today is not fully indicative of resiliency, but it contains glimpses of our potential to achieve resiliency. It preserves core county services with no negative impact on the County's workforce. It adds needed positions, contains opportunities for employee promotions and advances, and includes crucial market rate adjustments bringing compensation plans in line with our peer counties. Capital outlay to replace and enhance County assets is included, as well as adding to existing Economic Stabilization balances. Furthermore, this is accomplished while making further reductions in the General Fund structural deficit, reducing it from a high of \$6.2 million in FY 2018-19 to the \$1.2 million recommended in this budget for FY 2021-22.

This Year's Budget Journey

This budget characterizes revenue recovery of resources lost because of measures to protect the public from the COVID-19 pandemic. The past 15 months illustrate the difficult contradiction between shutting down the economy, which purposefully put people out of work resulting in many fiscal hardships, to save lives. How do you measure one's job against one's health? This is an example of public leaders having to choose the best of two worse outcomes. It would appear as this budget is being published that these difficult times are behind us for now.

Yet, this budget is not a return to the status quo spending in effect before COVID became an everyday topic of conversation. While recruitment efforts to fill vacant positions continue, this recommended budget reflects vacancy savings of \$211,000, slightly more than last year's savings of \$188,000. This budget is much improved over the last one where COVID induced budget balancing mechanisms included delaying hiring decisions as much as possible to achieve one-time budget savings, and ultimately a balanced budget. And like last year, every single department found ways to reduce, and often delay, non-critical services and supply spending. Service and supply spending in the General Fund alone is \$519,080 less despite robust revenue recoveries.

Budget forecasts for revenues and workforce expenditures are at the maximum precision possible currently. Budgeting with precision moves us closer to a structurally balanced budget without raising taxes, reducing the workforce, or cutting services. But it also lessens the gap between budgets and actual results, and we know from experience this reduces the amount of carryover available for funding future budget deficits. We must be reminded of this so that we make specific plans to increase reserve balances first, before spending down unanticipated surplus funds. This recommended budget includes the contribution of \$160,964, though small and immaterial, to existing reserve balances of \$6 million.

Over the past two months, the budget team met individually with every department, all working together to propose a budget that fits within our available spending resources, prioritizes workforce needs, and delivers on-going services. This recommended budget delivers on this objective.

One consequence arising from budgeting with greater precision is a larger need and frequency of accessing expenditure contingencies. However, this recommended budget reduces the GF contingency budget to a minimum amount of \$100,000, well below traditional policy levels. The

budget team is confident mid-year requests can be primarily funded through the use of budget savings in services and supply budgets. Unspent services and supply appropriations for the County’s General Fund for the past nine years, from FY 2011-12 through FY 2019-20, has ranged from a low of \$804,000 (or 10% of budget) to a high of \$2,660,000 (or 24% of budget), and averaged \$1,700,000 (or 17% of budget) per year.

Available General Fund Carryover Balance for Spending in FY 2021-22

One important outcome of this year’s budget process is achieving a General Fund budget deficit of no more than \$1,200,000. With leadership and support from the Board, the County has made significant progress reducing its all-time high budget deficit of nearly \$6.2 million (in 2019). Accounting work to close the FY 2020-21 fiscal records is still months away from being complete. We will not know how much budget savings for the current year will restore fund balance until this work is complete. We previously estimated GF carryover balance available for spending at \$1,228,000 as presented below. This is assuming 100% execution of the FY 2020-21 budget, as amended.

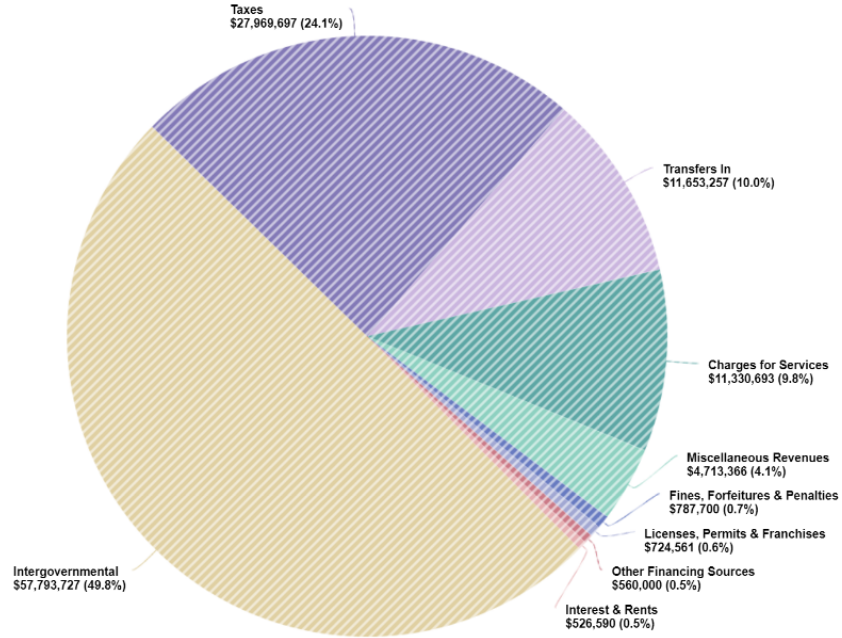
FUND BALANCE AT BEGINNING OF YEAR (July 1, 2020)	\$6,457,000
NOT AVAILABLE FOR SPENDING	
Advances to Solid Waste fund	(99,000)
CDBG/HOME Loans	(887,000)
Prepays and Inventory	(113,000)
FY 2020-21 FORECASTED SURPLUS (DEFICIT)	(2,423,000)
JAIL MATCH – TRANSFER	(707,000)
ADDITIONS TO RESERVE BALANCES	(1,000,000)
PROPOSED FY 2021-22 BASE BUDGET	(1,200,000)
GF CARRYOVER PROJECTED AT JUNE 30, 2022	\$28,000

Of course, the County may benefit from a FY 2020-21 actual deficit (or surplus) which is more favorable than shown above and resulting in a higher carryover balance into this next fiscal year budget. But we cannot comfortably predict this at this time, except the recently completed long-term forecasting and modeling of General Fund finances clearly shows a pattern of underspending appropriations. Any differential should be used to augment County reserve balances or fund one-time spending initiatives such as investing in our interoperable emergency communications system.

The two pie charts below illustrate the countywide recommended budget, as proposed.

2021-22 Countywide Revenues by Type

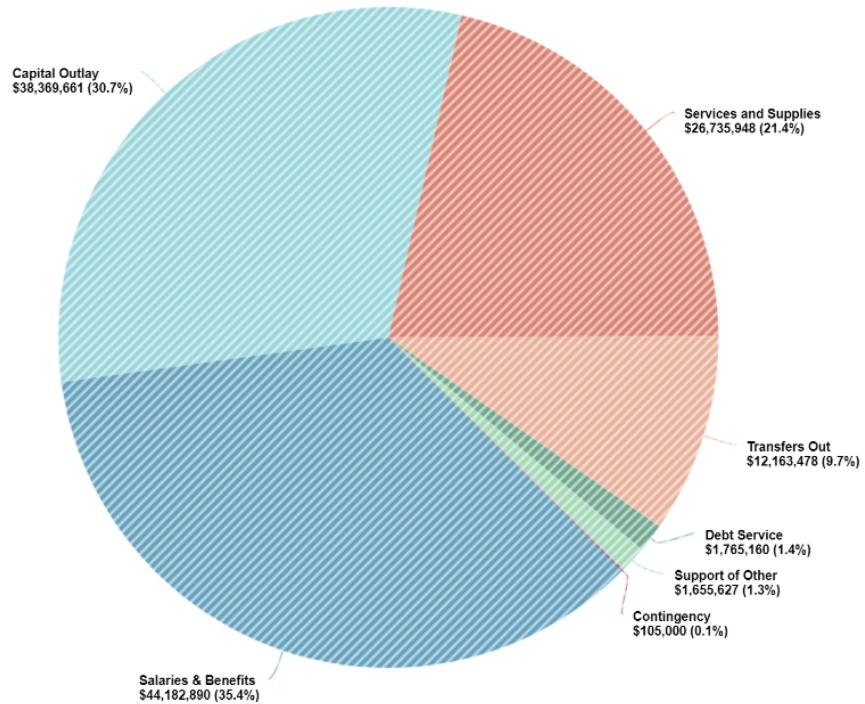
Visualization



Data filtered by Revenues, No Project and exported on June 1, 2021. Created with OpenGov

2021-22 Countywide Expenditures by Type

Visualization



Data filtered by Expenses, No Project and exported on June 1, 2021. Created with OpenGov

Overview of the GF Recommended Budget

The current recommended GF budget is balanced at our target as shown below:

	FY 2020-21 AMENDED BUDGET	FY 2021-22 RECOMMENDED BUDGET	INCREASE (DECREASE)	% CHANGE
RECURRING REVENUES				
Taxes	\$25,253,961	\$27,399,490	\$2,145,529	8.50%
Intergovernmental	4,561,099	4,604,883	43,784	0.96%
Charges for Services	5,727,433	5,980,915	253,482	4.43%
Transfers in	852,940	932,961	80,021	9.38%
Fines, Forfeitures & Penalties	683,150	744,700	61,550	9.01%
All other Revenues	632,493	617,333	(15,160)	(2.40%)
TOTAL RECURRING REVENUES	\$37,711,076	\$40,280,282	\$2,569,206	6.81%
RECURRING SPENDING				
Salaries and other compensation	16,960,927	17,691,887	730,960	4.31%
Benefits	10,139,662	10,866,694	727,032	7.17%
Services and supplies	10,544,236	10,025,156	(519,080)	(4.92%)
Support of others	321,612	582,479	260,867	81.11%
Transfers out	1,226,046	1,227,880	1,834	0.15%
Contingency	321,050	100,000	(221,050)	(68.85%)
TOTAL RECURRING SPENDING	\$39,513,533	\$40,494,096	\$980,563	2.48%
OPERATING DEFICIT	\$(1,802,457)	\$(213,814)	\$1,588,643	(88.14%)
NON-RECURRING SPENDING				
Capital outlay	--	(15,000)	(15,000)	n/a
CARB	(395,000)	(510,222)	(115,222)	29.17%
Civic Center Project	(71,768)	(150,000)	(78,232)	109.01%
First Five visit program	(150,000)	(150,000)	--	0.00%
Transfer jail matching funds	(707,137)	--	707,137	(100.00%)
Transfer to reserves	(1,000,000)	(160,964)	839,036	(83.90%)
DEFICIT	\$(4,126,362)	\$(1,200,000)	\$2,926,362	(70.92%)

General Fund Budget Analysis

Revenues

Property taxes, TOT, and sales taxes are projected to increase by \$1.9 million, reflecting current year growth and recovery of discretionary resources lost during the pandemic. Charges for services increased by \$253,482, or 4.43%. In the aggregate, this year's GF budget incorporates additional revenue of \$2,569,206, or 6.81%, to offset increased operational spending, which ultimately lowers the budget deficit.

Changes in significant revenue categories are summarized in the table below.

SIGNIFICANT REVENUE CATEGORY	BUDGETARY IMPACT
Current secured, unsecured, and unitary property tax revenues (excludes delinquencies and supplemental taxes)	The AB8 valuation from the Assessor in early April showed 2.31% increase over the prior year. The prior year budget reflected increased delinquency rates that did not occur as anticipated. As a result, current property tax revenues are projected to increase by \$984,000, or 5.1%.

SIGNIFICANT REVENUE CATEGORY	BUDGETARY IMPACT
<p>Transient occupancy taxes (excluding the amount allocated to tourism)</p>	<p>As of May, TOT actual receipts for FY 2020-21 have outperformed this year's budget by \$116,294, with no collections yet included for the 4th quarter. TOT revenues for FY 2021-22 are projected to return to 2019 levels, increasing by \$1.1 million, or 56%.</p>
<p>Bradley-Burns local sales tax (1%)</p>	<p>Sales taxes are projected to increase by nearly \$53,000, or 9.64%. Sales taxes exclude point of sale transactions within the jurisdictional town limits.</p>
<p>Proposition 142 public safety dedicated revenues</p>	<p>Current year collections are \$48,500 short of FY 2020-21 projections with several months of collections remaining. Projections for FY 2021-22 calculated using a four-year average are \$284,000 higher, or 22%.</p>
<p>Excess ERAF</p>	<p>County policy is to budget \$500,000 of this revenue to fund operations with excess amounts being directed towards reserves. The budget was increased above policy levels by \$65,000 to pay for two one-time outstanding contracts. It was increased an additional \$106,422 to balance the budget at the target amount and allow incorporation of policy items requested by departments.</p>
<p>Charges for services</p>	<p>Projected increase of \$253,482, or 4.43%. Charges for services is the aggregation of 47 different objects. Fees with the largest increase include \$150,000 for planning permits (ongoing projects), \$90,000 in facilities and engineering reimbursements from projects, and \$78,500 for A87 reimbursement. IT service contracts decreased by \$113,000 because of completion of the 911 dispatch study for which allied jurisdictions made funding contributions.</p>
<p>Court fines and penalties, vehicle code fines</p>	<p>Based on recent collections, court fines are projected to recover, increasing by \$63,000, or 9.3%.</p>

Expenditures

GF recurring spending has been held to an increase of \$980,563, or 2.48%, more than spending levels in FY 2020-21. Salary and benefit spending are higher by \$1,457,992, or 5.38%. This increase is \$599,032 higher than the increase experienced in recommending the FY 2020-21 budget. Position advancements and promotions add up to new spending of \$313,000, but this amount is offset by a vacancy savings of \$211,000. The new positions, which were timed to start later in the year, total additional spending of \$122,101. The remainder of the increase in workforce costs results from scheduled COLAs and step increases, market rate adjustments for at-will employees, and escalating pension contributions. Departments were successful in finding savings of \$519,080, or 4.92%, in their services and supply budget line items, about half of the savings found in recommending this year’s budget. Yet, this budget includes continuation of some discretionary spending items, including \$104,000 for fish enhancement, \$150,000 for first five home visiting program, \$44,000 to continue financially supporting local community organizations, and \$252,000 for EMS expansion in the Tri-Valley area. Lastly, the recommended budget reflects resiliency in that it recommends a contribution to reserves in the amount of \$160,964.

Changes in significant expenditure objects are summarized in the next table.

SIGNIFICANT EXPENDITURE OBJECTS	BUDGETARY IMPACTS
Salaries	Salaries are higher by \$730,960, or 4.31%. Most of the increase is a combination of 5% steps for most bargaining unit employees and annual COLAs. In the current budget, there were a total of 9 vacancies. This next year, there are 13 vacancies but many of these are expected to be filled prior to the end of the current fiscal year. A total of ten months savings was taken across four positions, for a combined savings of \$129,000. The budget recommends two new positions, one for Community Development and one for Animal Services.
Benefits	Increase of \$727,032, or 7.17%. Pension costs are higher by \$570,829, or 10.6%. A modest 2.26%, or \$66,078, of health care savings is included. Health care savings result from the full year effect of migration to the lower SELECT PERS health care option, but these savings are offset by increasing premiums throughout all plans in the County’s health care program.

SIGNIFICANT EXPENDITURE OBJECTS	BUDGETARY IMPACTS
Services	Service contracts are lower by \$362,882, mostly from eliminating contingency amounts within the objects of professional, consulting, and specialized services. One-time contracts of \$150,000 for fiscal projections and the county-wide fee study included in the current year were reduced to \$65,000, to cover the remaining periods of these two contracts. Special department expense is lower by \$298,291 because the EMS expansion appropriation to White Mountain Fire Protection District was moved to support of others in a non-operating budget unit.
Transfers out	Transfers out to other funds are lower by \$1,350,885. This is because the \$1 million contribution to reserves is reduced to \$160,964 in this proposed budget. The other significant change is that last year's budget included a transfer of \$707,137 to complete the accumulation of the County's local contribution share towards project costs for constructing the new jail. The subsidy to Motor pool to fund vehicle replacements subject to CARB were \$115,222 higher in this budget than the current one, while the contribution to finish the Civic Center project is \$78,323 higher.

What this Recommended Budget includes

If it is included in the budget, then it gets done. If it is not included in the budget, then it does not get done.

The Recommended Budget is balanced, as required by law, using \$1,200,000 of carryover for the General Fund (GF) and \$7,676,824 of carryover from non-general funds, the majority of which is the accumulation of unspent grants and state and federal revenue allocations.

While the following list is not all inclusive, this Recommended Budget includes sufficient resources to achieve the following extensive list:

- Provide core services including public safety, public health, community safety net services, road and infrastructure repairs and improvements, community and economic development services, and governance and administration.

- Funding for all positions with recruitment efforts underway as well as opportunities for staff promotions and advancements.
- The addition of 3 new full-time and 2 part-time seasonal positions.
- Contribution to GF reserve balances (Economic Stabilization) of \$160,964.
- Continuation of an appropriation of \$65,000 with consultants for completing the multi-year fiscal projections and the countywide fee study.
- Appropriations of \$40,000 to engage consultants in strategic planning and governance efforts.
- Appropriation of \$30,000 to continue advancing the County's JEDI program (Justice, Equity, Diversity, and Inclusion).
- Continue EMS expansion in the Tri-Valley region at \$252,000.
- Contribution of \$510,222 towards the replacement of heavy equipment/vehicles subject to CARB regulations.
- Transfer of \$150,000 from the General Fund to the Mono County Civic Center Capital Projects fund to complete audio/visual outfitting, perform sound reduction remediation, and to construct employee safety enhancements in the lobby.
- Continue GF contribution to the First Five Commission at \$150,000 for the home visiting program.
- Continues same level of community grant funding of \$44,000.
- Continues same level of fish enhancement funding of \$103,737.
- Distribution of \$150,000 of proposition 47 public safety funding to our first responder agencies, the same as in previous years.
- Hiring a housing manager or director funded partially with the Whole Persons Care Grant but ultimately by the GF when funding runs out unless other grant resources are identified.
- Collection of rents from departments residing in the Civic Center and appropriations of \$1,271,475 to make debt service payments on the 2019 Civic Center Certificates of Participation obligation.
- Home grant award of \$500,000 for loan gap financing and rent subsidies.
- New and existing CDBG grant awards that includes \$310,000 for subsidized child care, \$250,000 for planning, and \$64,484 for economic development.
- COVID-19 special funding for Public Health aggregating to \$1,843,136 to defray spending in responding to controlling and mitigation the COVID-19 illness. A total of seven limited term positions are included to assist in delivering these public health services to County communities through a specially designated COVID team.
- The former Geothermal Royalty Fund is now the Eastern Sierra Sustainable Recreation Fund and supports the permanent recreation coordinator transition to full-time work for Mono County. Two additional seasonal positions are budgeted to assist in delivering program activities.
- Replacement of vehicles costing \$1,377,169 paid with previously collected capital charges from participating departments (users) plus \$237,000 to replace three additional vehicles using dedicated grant funds.
- Subsidy from the GF to the Road Fund representing the SB1 MOE contribution, which secures the gas tax funded resources to move forward with important road construction projects.

While the above programs are worth highlighting, this budget provides for the delivery of many additional, ongoing services and programs that enhance the quality of life for our citizens and guests. As the County begins to fiscally recover from the loss of core revenues caused by the COVID-19 pandemic, this budget hallmarks elements of resilience characterized by its ability to continue providing and improving public services for our communities. In the Recommended Budget book, you will find spending plans for each County Department. We encourage readers to review the narrative, organizational charts, core services, and next year's goals that each Department provides to assist readers about what each of them plan to accomplish this next year.

What this Recommended Budget does not include

County budgets require give and take and there is never enough money to go around. We anticipate and build this budget to spend within the resources we expect to be available in the next fiscal year – both in additional revenues plus reasonable amounts of carryover balances. It includes appropriation for this County to continue responding to COVID-19 effects, which we expect to continue through the end of September 2021. With the strategic priority of fiscal resiliency, any additional, even critical, expenditures that enhance County fiscal health, fulfill mandates, or satisfy stakeholder funding requests need to be postponed until excess carryover is identified, unanticipated revenues are realized, or budget savings are reasonably anticipated.

To highlight a few items, while still noteworthy, for which this Recommended Budget did not include:

- Unfreezing of three Deputy Sheriff Officer and one Public Safety Officer in the Sheriff Department, and one Community Development Analyst III in the Community Development Department. Currently, the position allocation list closely aligns with the recommended budget.
- Funding to pay for upgrades and replacement of our interoperable emergency communications system.
- Any appropriation for the Air Subsidy. The last time this was funded was in FY 2019-20 for \$35,000.
- Payouts to retiring employees for accumulated vacation, sick leave, and overtime, currently estimated at approximately \$132,000.
- Funding for a project to digitize County records and alleviate concerns about the availability of physical space to continue storing paper copies of records.
- American Rescue Plan Act (ARPA) resources of \$2,805,578 and how the County plans to spent them.
- Contributions of more than \$160,964 to GF contingency reserves that include the general reserve, economic stabilization, and unassigned carryover balance.
- Funding for future investment beyond a pay as you go approach in the County's CARB compliant equipment replacement program.
- Funding for new capital improvement projects or facility replacement.
- Resources to sustain on a permanent basis affordable housing in the unincorporated area of the County. At this time, resources totaling \$852,709 are accumulated to start the fiscal year but likely to be depleted over the next several years.
- Does not address setting aside additional resources to pay down the County's unfunded pension liability of approximately \$56.1 million.

Concluding Comments

The progress made towards a structurally balanced GF budget is demonstrated in this recommended budget proposal, as the County recovers from revenue losses brought about by the pandemic. In terms of progress, the GF budgetary deficit has been reduced by nearly \$5 million (or 81%) over the course of three budget cycles. More importantly, this budget proposal continues delivery of critical core services to citizens, constituents, and visitors while also investing in our workforce with competitive wages and benefits. As emphasized in previous budget efforts, a concern is the number of budget reducing strategies employed towards resolving the immediate budget gap, which presents a challenge in future years to reach a structurally balanced budget, and then maintain it at this level in future years. These strategies are “near-term treatments” and may not fully and holistically solve structural budget imbalances for the long-term, at least not in a reliance kind of way.

Recommended Budget Snapshot

Below is a snapshot of the Recommended Budget. The data below shows that available resources fall short, yet our team of dedicated staff and County leaders continue to advance our County mission, *“To support all our communities by providing superior services while protecting our unique rural environment.”*

<i>FUND TYPE</i>	<i>REVENUES</i>	<i>APPROPRIATIONS</i>	<i>FUND BALANCE SURPLUS (USED)</i>
General Fund	\$40,280,282	\$41,480,282	\$(1,200,000)
Reserves	160,964	--	160,964
Special Revenue	39,679,771	44,268,598	(4,588,827)
CSAs	396,068	699,100	(303,032)
Capital Projects	25,834,774	27,387,492	(1,552,718)
Debt Service	1,700,952	1,445,398	255,554
Enterprise Activities	3,222,375	3,905,171	(682,796)
Internal Service Fund Activities	4,780,754	5,746,723	(965,969)
Total Recommended	\$116,055,940	\$124,932,764	\$(8,876,824)

To learn more about the budget, please visit our website at <https://www.monocounty.ca.gov/auditor/page/2021-2022-budget-portal>. If you have any questions, please contact me at jdutcher@mono.ca.gov.

Respectfully Submitted,

The Mono County Budget Team



R21-__

**A RESOLUTION OF THE MONO COUNTY
BOARD OF SUPERVISORS
ADOPTING THE FINAL MONO COUNTY BUDGET
FOR FISCAL YEAR 2021-2022**

WHEREAS, the final Mono County budget for fiscal year 2021-2022 (the “budget”) has been prepared under direction of the County Administrative Officer after consultation with the Finance Director, department heads, officers and certain employees; and

WHEREAS, the budget has been prepared in the form and manner required by law; and

WHEREAS, budget hearings of the Board of Supervisors have been noticed and held;
and

WHEREAS, the final budget is attached hereto and incorporated into this resolution by this reference pursuant to Government Code Section 29090.

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

SECTION ONE: The budget incorporated by reference meets the requirements of Government Code Section 29000 et. Seq.

SECTION TWO: Pursuant to Government Code Section 29091, the several amounts of proposed financing uses specified in the budget are hereby appropriated at the object level except fixed assets, which are appropriated at the sub-object level pursuant to Government Code Section 29008.

1 **SECTION THREE:** The budget is hereby adopted as the Mono County Final Budget for
2 Fiscal Year 2021-2022.

3
4 **SECTION FOUR:** A copy of this Resolution, together with the attached budget, shall be
5 filed forthwith by the Finance Director in the Office of the Clerk of the Board of Supervisors and
6 in the Office of the Controller of the State of California.
7

8 **PASSED, APPROVED and ADOPTED** this 15th day of June, 2021, by the following
9 vote, to wit:

10
11 **AYES:**

12 **NOES:**

13 **ABSENT:**

14 **ABSTAIN:**
15
16
17
18

19 _____
Jennifer Kreitz, Chair
Mono County Board of Supervisors

20
21 **ATTEST:**

APPROVED AS TO FORM:

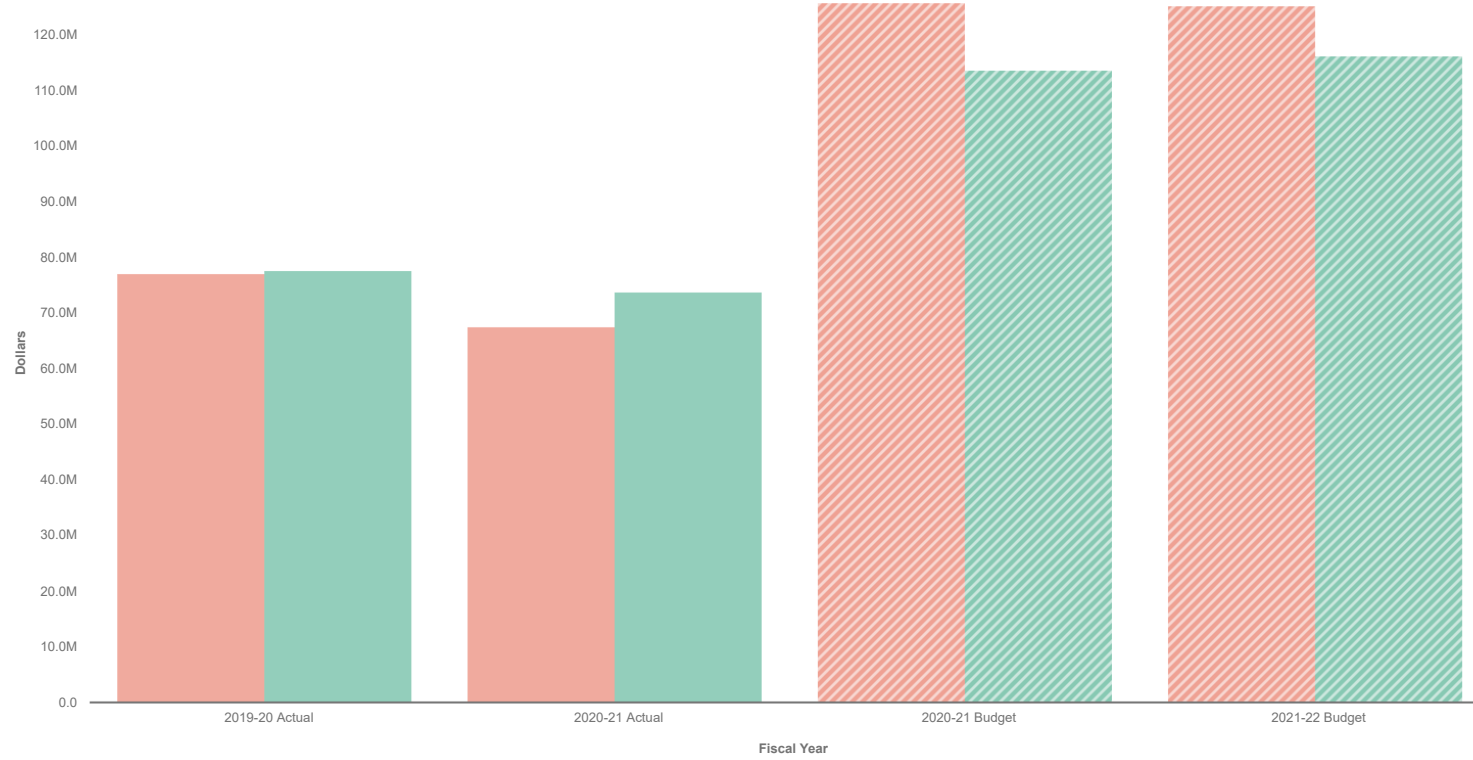
22
23
24
25 _____
Clerk of the Board

County Counsel

Budget Summary - All Funds and Accounts



Visualization



Sort **Large to Small**

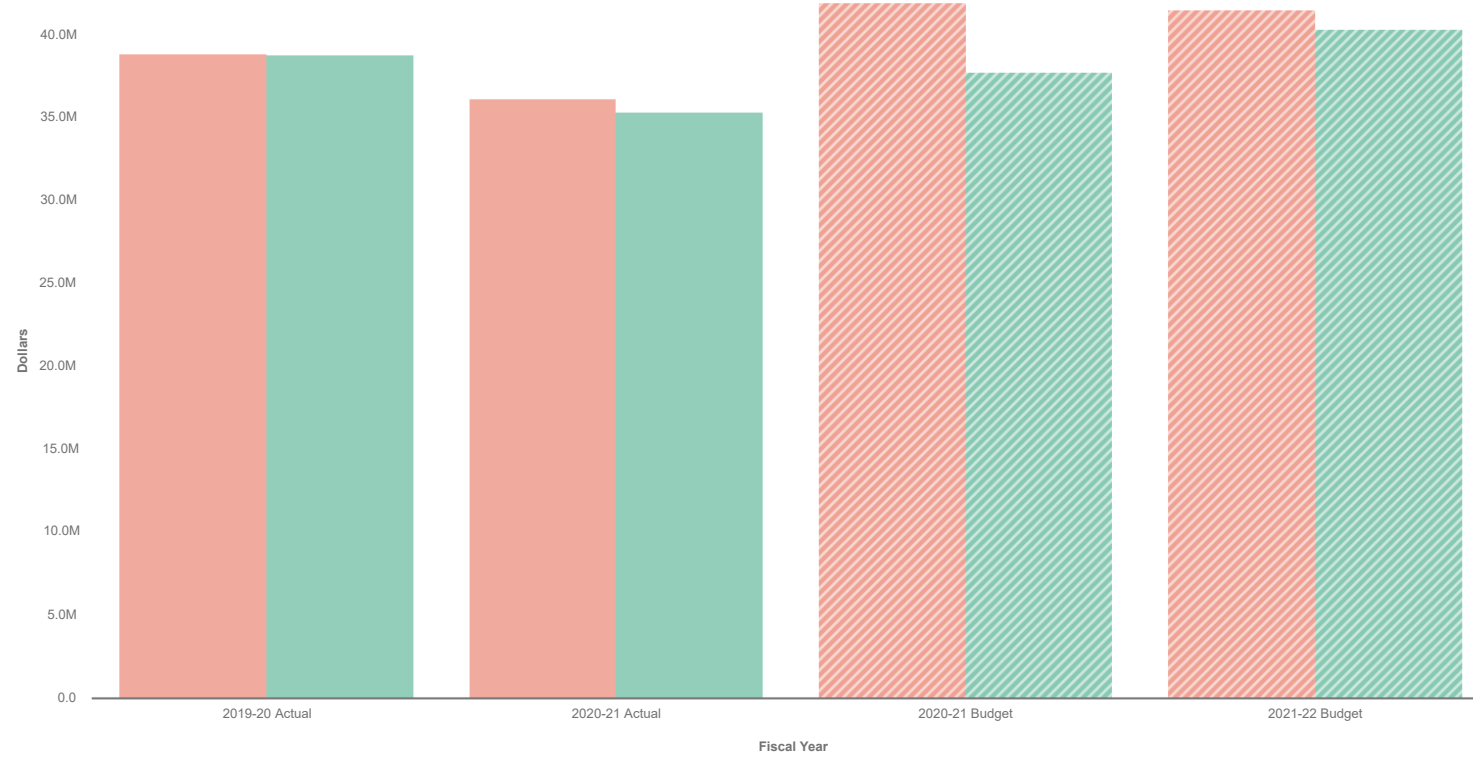
- Expenses
- Revenues

Collapse All	2019-20 Actual	2020-21 Actual	2020-21 Budget	2021-22 Budget
Revenues	\$ 77,469,453	\$ 73,620,009	\$ 113,530,533	\$ 116,055,940
Intergovernmental	24,002,273	24,178,454	56,291,695	57,793,727
Taxes	27,594,829	25,494,698	25,690,173	27,969,697
Charges for Services	11,001,906	10,364,624	11,350,481	11,330,693
Transfers In	7,796,363	6,916,807	13,007,188	11,649,606
Miscellaneous Revenues	2,526,491	4,228,572	4,697,317	4,713,366
Interest & Rents	2,235,054	702,353	538,645	526,590
Licenses, Permits & Franchises	767,686	737,723	706,634	724,561
Fines, Forfeitures & Penalties	765,094	434,571	726,150	787,700
Other Financing Sources	779,758	562,207	522,250	560,000
Expenses	76,916,567	67,508,086	125,373,517	124,932,764
Salaries & Benefits	37,900,441	36,693,735	41,655,709	44,137,890
Capital Outlay	21,804,203	2,104,225	38,883,716	38,369,661
Services and Supplies	21,970,160	18,619,076	27,521,239	26,735,948
Transfers Out	8,292,814	7,440,807	13,416,923	12,163,478
Debt Service	960,840	1,753,348	1,753,356	1,765,160
Support of Other	1,248,426	896,895	1,816,524	1,655,627
Contingency	0	0	326,050	105,000
Other Expenses	-472,339	0	0	0
Depreciation	-14,787,977	0	0	0
Revenues Less Expenses	\$ 552,886	\$ 6,111,923	\$ -11,842,984	\$ -8,876,824

Budget Summary - General Fund



Visualization



Sort **Large to Small**

- Expenses
- Revenues

Collapse All	2019-20 Actual	2020-21 Actual	2020-21 Budget	2021-22 Budget
Revenues	\$ 38,773,675	\$ 35,310,805	\$ 37,711,076	\$ 40,280,282
▶ Taxes	27,063,296	24,997,204	25,253,961	27,399,490
▶ Charges for Services	5,036,630	4,700,431	5,727,433	5,980,915
▶ Intergovernmental	4,473,109	4,205,123	4,561,099	4,604,883
▶ Transfers In	821,217	423,505	852,940	932,961
▶ Fines, Forfeitures & Penalties	696,597	384,274	683,150	744,700
▶ Licenses, Permits & Franchises	324,938	330,290	316,400	320,400
▶ Interest & Rents	295,903	249,073	292,431	284,633
▶ Miscellaneous Revenues	61,984	19,452	23,662	12,300
▶ Other Financing Sources	0	1,454	0	0
Expenses	38,816,069	36,139,487	41,837,438	41,480,282
▶ Salaries & Benefits	25,468,227	24,406,253	27,100,589	28,558,581
▶ Services and Supplies	9,401,837	7,940,219	10,544,236	10,025,156
▶ Transfers Out	3,305,424	3,399,188	3,399,951	2,049,066
▶ Support of Other	476,633	387,416	471,612	732,479
▶ Contingency	0	0	321,050	100,000
▶ Debt Service	161,693	0	0	0
▶ Capital Outlay	2,256	6,410	0	15,000
Revenues Less Expenses	\$ -42,395	\$ -828,682	\$ -4,126,362	\$ -1,200,000

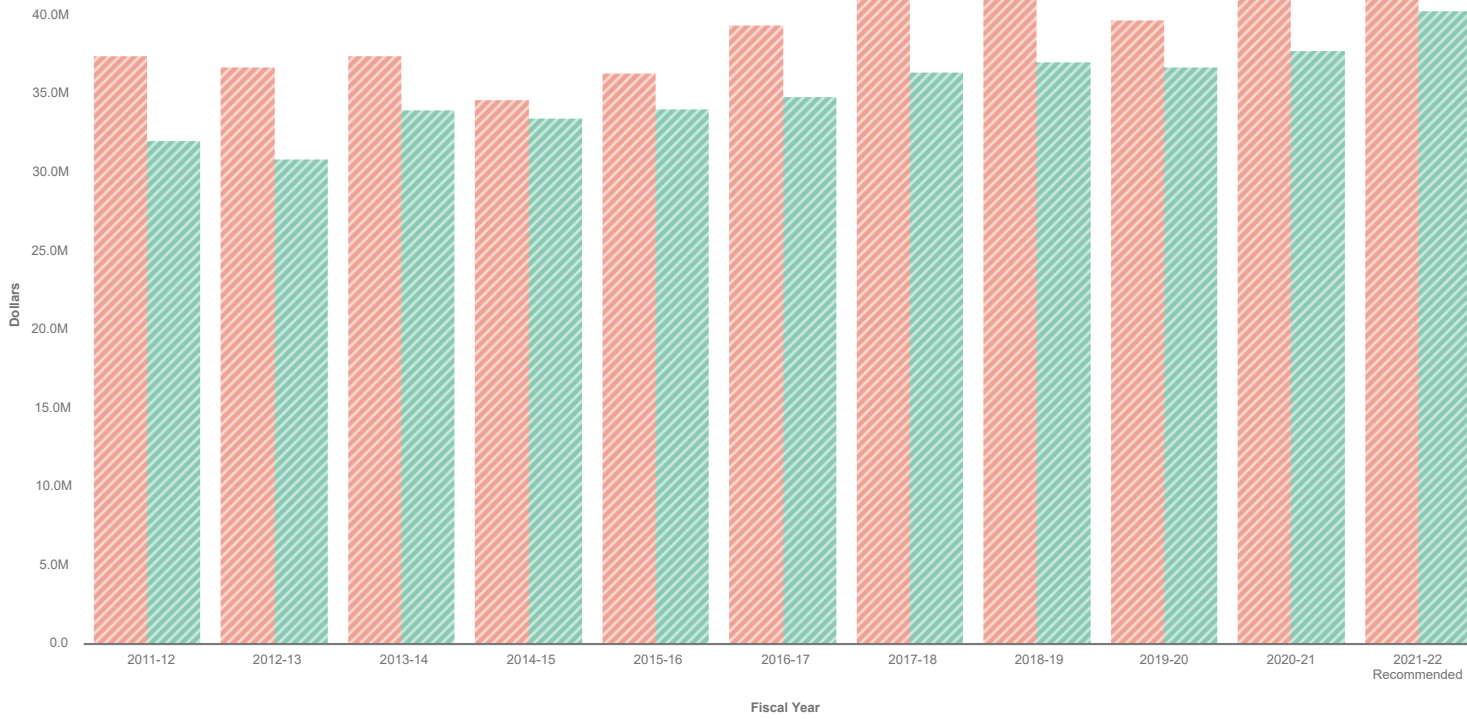
Trend - Amended Budget Surplus (Deficits) - General Fund



Visualization

Sort **Large to Small**

- Expenses
- Revenues



Expand All	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 Recommended
► Revenues	\$ 32,052,645	\$ 30,849,418	\$ 33,982,760	\$ 33,450,660	\$ 34,051,277	\$ 34,788,846	\$ 36,351,782	\$ 37,040,722	\$ 36,686,470	\$ 37,711,076	\$ 40,280,282
► Expenses	37,442,890	36,714,505	37,434,022	34,624,140	36,318,882	39,356,346	42,119,146	43,194,665	39,682,732	41,837,438	41,480,282
Revenues Less Expenses	\$ -5,390,245	\$ -5,865,087	\$ -3,451,262	\$ -1,173,480	\$ -2,267,605	\$ -4,567,500	\$ -5,767,364	\$ -6,153,943	\$ -2,996,262	\$ -4,126,362	\$ -1,200,000

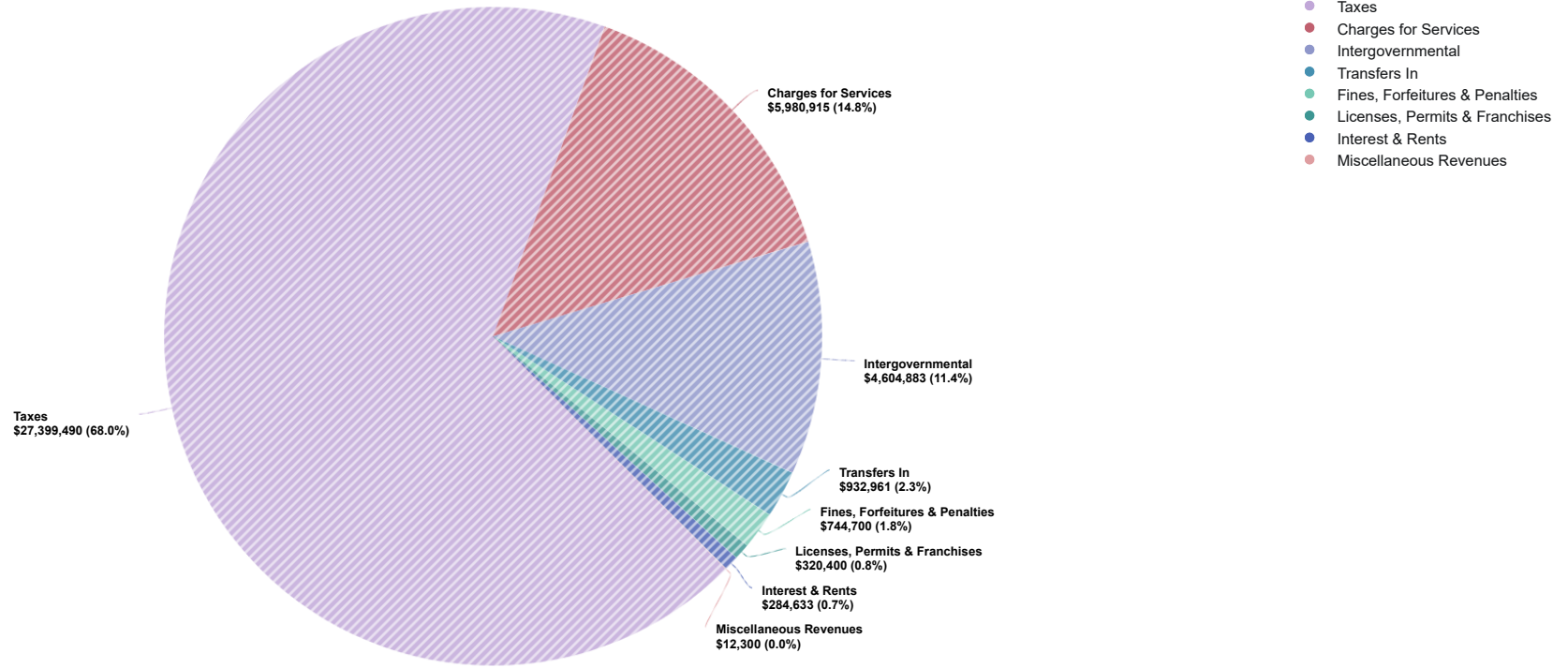
Data filtered by Types, GENERAL FUND, No Project and exported on June 4, 2021. Created with OpenGov

General Fund - Estimated Revenues by Type



Visualization

Sort **Large to Small**



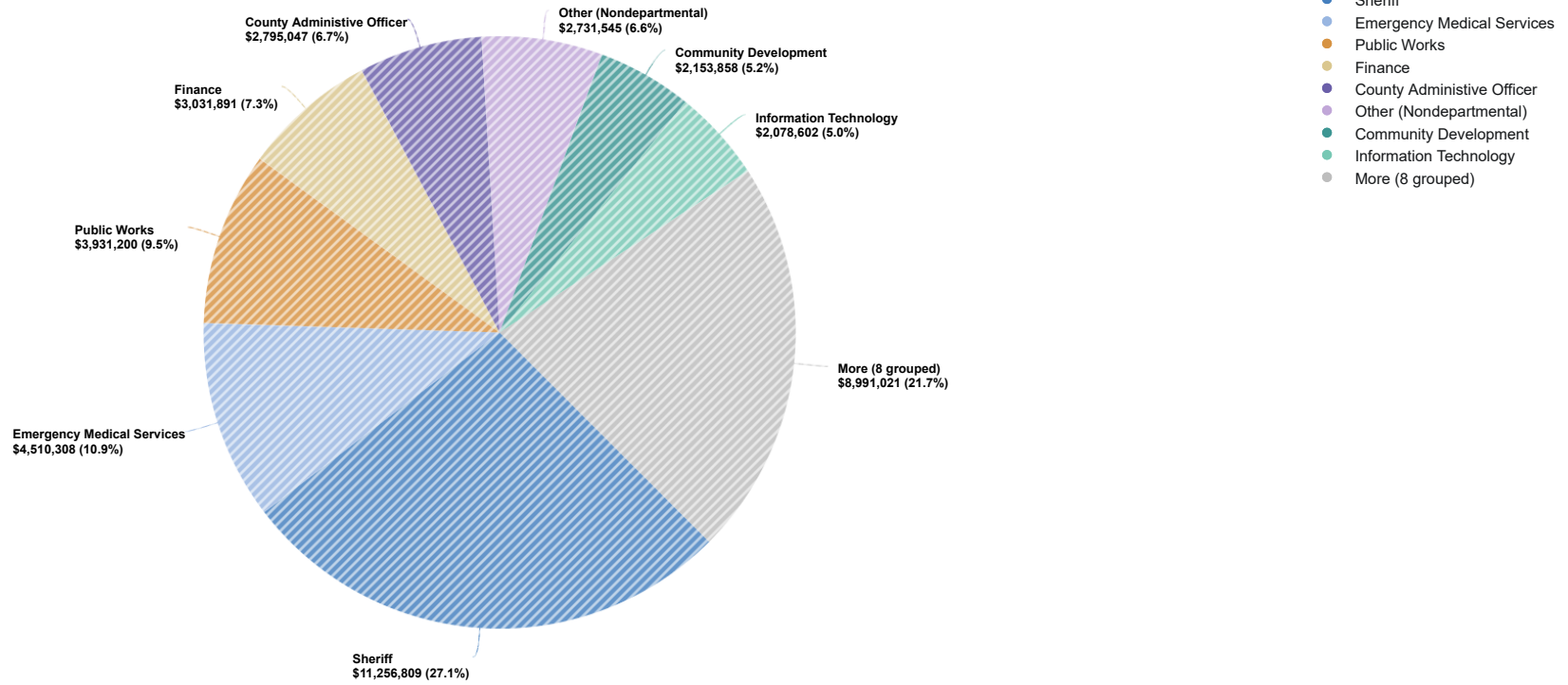
Expand All		2021-22 Budget
▶ Taxes		\$ 27,399,490
▶ Charges for Services		5,980,915
▶ Intergovernmental		4,604,883
▶ Transfers In		932,961
▶ Fines, Forfeitures & Penalties		744,700
▶ Licenses, Permits & Franchises		320,400
▶ Interest & Rents		284,633
▶ Miscellaneous Revenues		12,300
Total		\$ 40,280,282

General Fund - Recommended Expenditures by Department



Visualization

Sort **Large to Small**



Expand All		2021-22 Budget
▶ Sheriff		\$ 11,256,809
▶ Emergency Medical Services		4,510,308
▶ Public Works		3,931,200
▶ Finance		3,031,891
▶ County Administrative Officer		2,795,047
▶ Other (Nondepartmental)		2,731,545
▶ Community Development		2,153,858
▶ Information Technology		2,078,602
▶ District Attorney		2,005,191
▶ Probation		1,847,588
▶ Clerk / Recorder / Elections		1,438,696
▶ Assessor		1,327,904
▶ County Counsel		1,175,734
▶ Economic Development		596,134
▶ Animal Control		499,774
▶ Contingency		100,000
Total		\$ 41,480,282

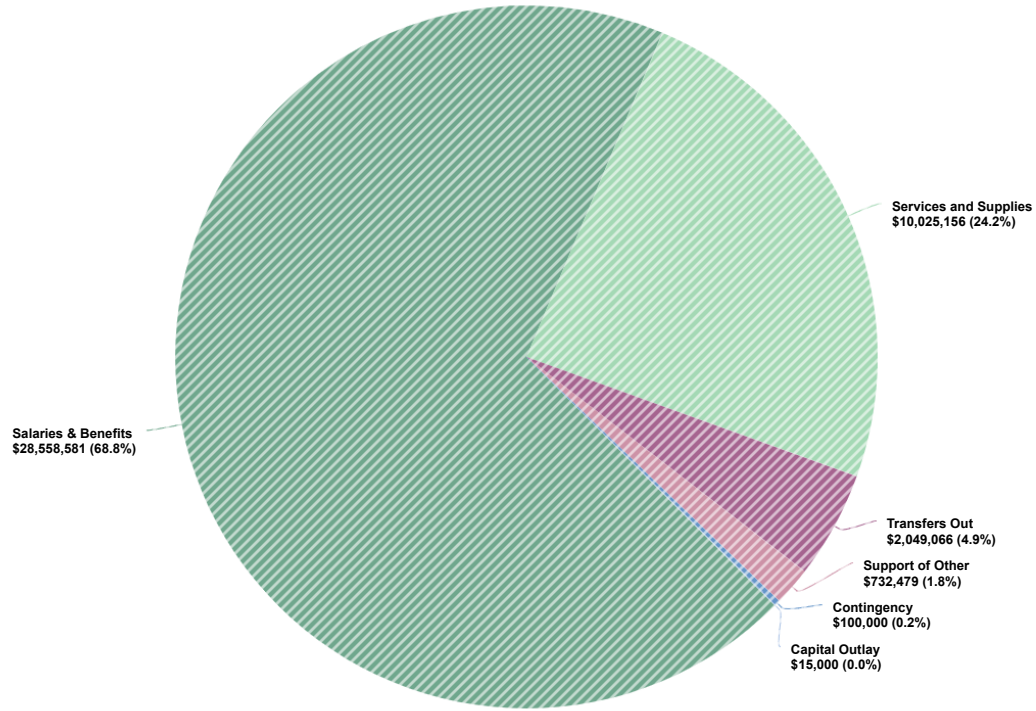
General Fund - Recommended Expenditures by Object



Visualization

Sort Large to Small

- Salaries & Benefits
- Services and Supplies
- Transfers Out
- Support of Other
- Contingency
- Capital Outlay

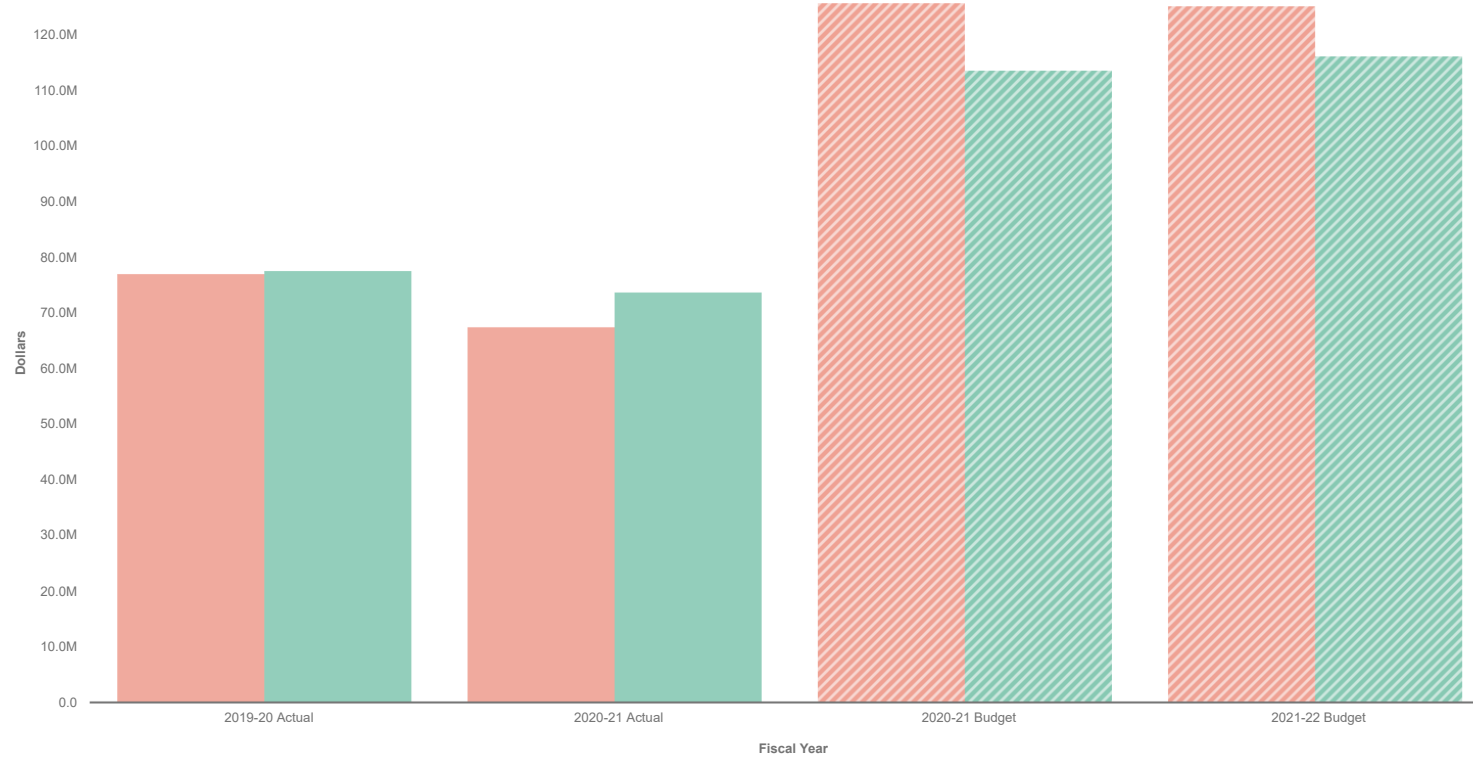


Expand All		2021-22 Budget
▸ Salaries & Benefits		\$ 28,558,581
▸ Services and Supplies		10,025,156
▸ Transfers Out		2,049,066
▸ Support of Other		732,479
▸ Contingency		100,000
▸ Capital Outlay		15,000
Total		\$ 41,480,282

Budget Summary - All Funds and Accounts



Visualization



Sort **Large to Small**

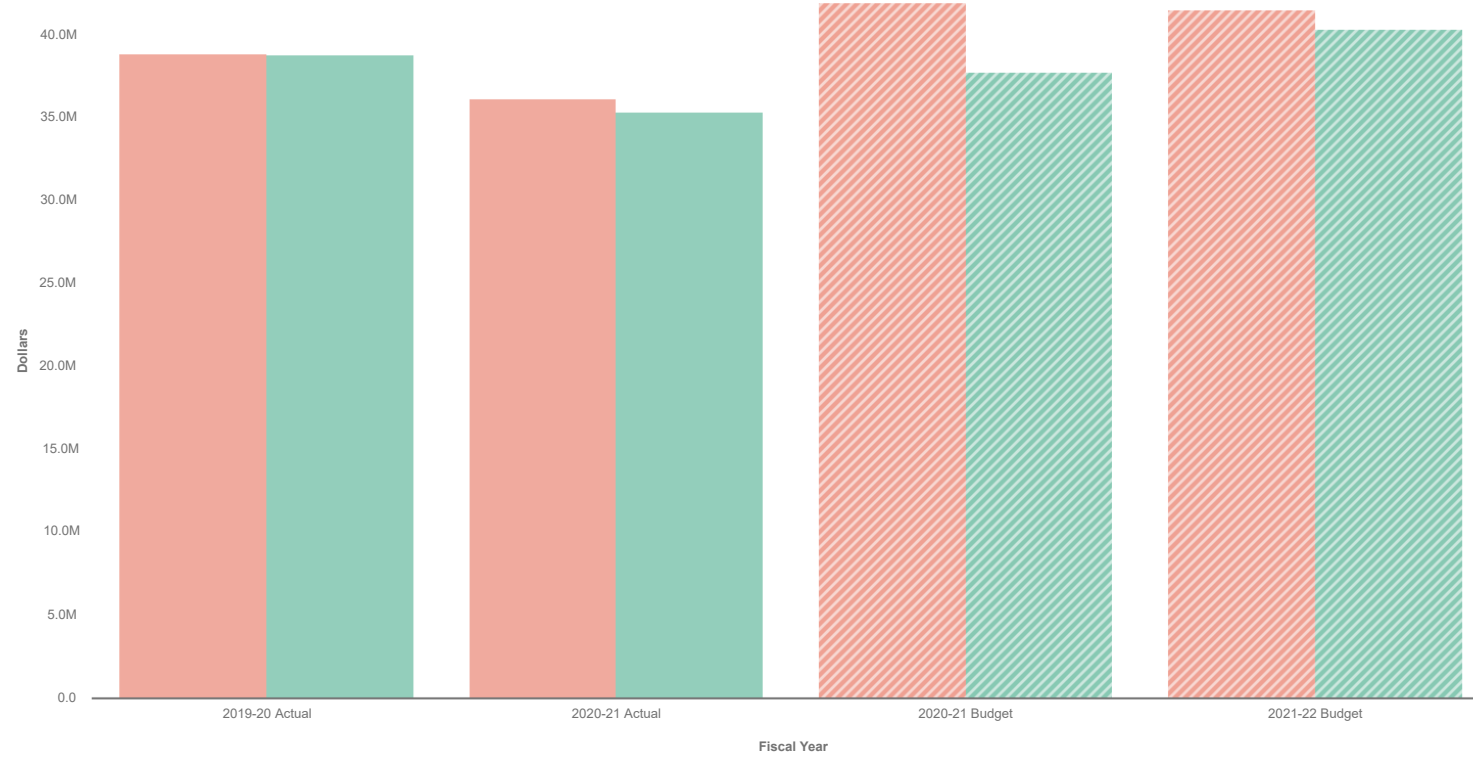
- Expenses
- Revenues

Collapse All	2019-20 Actual	2020-21 Actual	2020-21 Budget	2021-22 Budget
Revenues	\$ 77,469,453	\$ 73,620,009	\$ 113,530,533	\$ 116,055,940
Intergovernmental	24,002,273	24,178,454	56,291,695	57,793,727
Taxes	27,594,829	25,494,698	25,690,173	27,969,697
Charges for Services	11,001,906	10,364,624	11,350,481	11,330,693
Transfers In	7,796,363	6,916,807	13,007,188	11,649,606
Miscellaneous Revenues	2,526,491	4,228,572	4,697,317	4,713,366
Interest & Rents	2,235,054	702,353	538,645	526,590
Licenses, Permits & Franchises	767,686	737,723	706,634	724,561
Fines, Forfeitures & Penalties	765,094	434,571	726,150	787,700
Other Financing Sources	779,758	562,207	522,250	560,000
Expenses	76,916,567	67,508,086	125,373,517	124,932,764
Salaries & Benefits	37,900,441	36,693,735	41,655,709	44,137,890
Capital Outlay	21,804,203	2,104,225	38,883,716	38,369,661
Services and Supplies	21,970,160	18,619,076	27,521,239	26,735,948
Transfers Out	8,292,814	7,440,807	13,416,923	12,163,478
Debt Service	960,840	1,753,348	1,753,356	1,765,160
Support of Other	1,248,426	896,895	1,816,524	1,655,627
Contingency	0	0	326,050	105,000
Other Expenses	-472,339	0	0	0
Depreciation	-14,787,977	0	0	0
Revenues Less Expenses	\$ 552,886	\$ 6,111,923	\$ -11,842,984	\$ -8,876,824

Budget Summary - General Fund



Visualization



Sort Large to Small

- Expenses
- Revenues

Collapse All	2019-20 Actual	2020-21 Actual	2020-21 Budget	2021-22 Budget
Revenues	\$ 38,773,675	\$ 35,310,805	\$ 37,711,076	\$ 40,280,282
▶ Taxes	27,063,296	24,997,204	25,253,961	27,399,490
▶ Charges for Services	5,036,630	4,700,431	5,727,433	5,980,915
▶ Intergovernmental	4,473,109	4,205,123	4,561,099	4,604,883
▶ Transfers In	821,217	423,505	852,940	932,961
▶ Fines, Forfeitures & Penalties	696,597	384,274	683,150	744,700
▶ Licenses, Permits & Franchises	324,938	330,290	316,400	320,400
▶ Interest & Rents	295,903	249,073	292,431	284,633
▶ Miscellaneous Revenues	61,984	19,452	23,662	12,300
▶ Other Financing Sources	0	1,454	0	0
Expenses	38,816,069	36,139,487	41,837,438	41,480,282
▶ Salaries & Benefits	25,468,227	24,406,253	27,100,589	28,558,581
▶ Services and Supplies	9,401,837	7,940,219	10,544,236	10,025,156
▶ Transfers Out	3,305,424	3,399,188	3,399,951	2,049,066
▶ Support of Other	476,633	387,416	471,612	732,479
▶ Contingency	0	0	321,050	100,000
▶ Debt Service	161,693	0	0	0
▶ Capital Outlay	2,256	6,410	0	15,000
Revenues Less Expenses	\$ -42,395	\$ -828,682	\$ -4,126,362	\$ -1,200,000

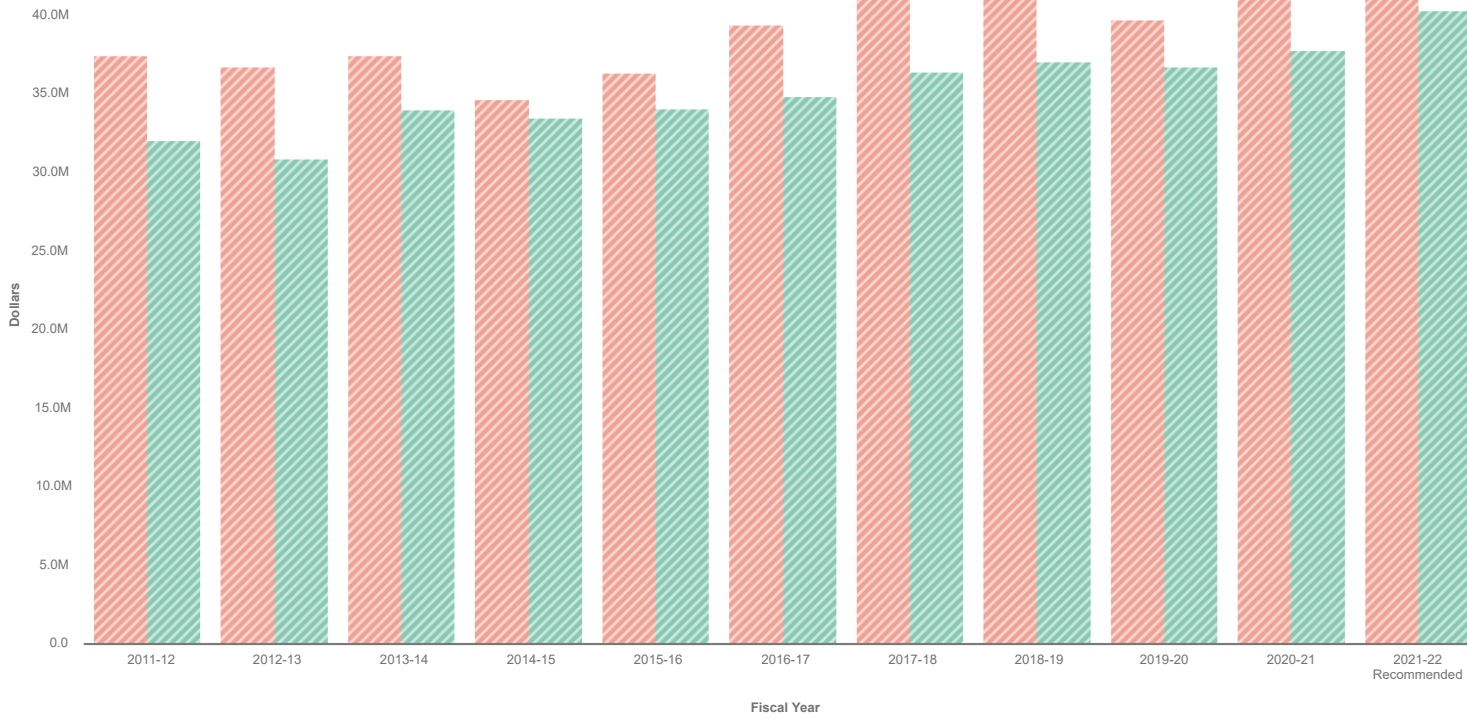
Trend - Amended Budget Surplus (Deficits) - General Fund



Visualization

Sort **Large to Small**

- Expenses
- Revenues



Expand All	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 Recommended
▶ Revenues	\$ 32,052,645	\$ 30,849,418	\$ 33,982,760	\$ 33,450,660	\$ 34,051,277	\$ 34,788,846	\$ 36,351,782	\$ 37,040,722	\$ 36,686,470	\$ 37,711,076	\$ 40,280,282
▶ Expenses	37,442,890	36,714,505	37,434,022	34,624,140	36,318,882	39,356,346	42,119,146	43,194,665	39,682,732	41,837,438	41,480,282
Revenues Less Expenses	\$ -5,390,245	\$ -5,865,087	\$ -3,451,262	\$ -1,173,480	\$ -2,267,605	\$ -4,567,500	\$ -5,767,364	\$ -6,153,943	\$ -2,996,262	\$ -4,126,362	\$ -1,200,000

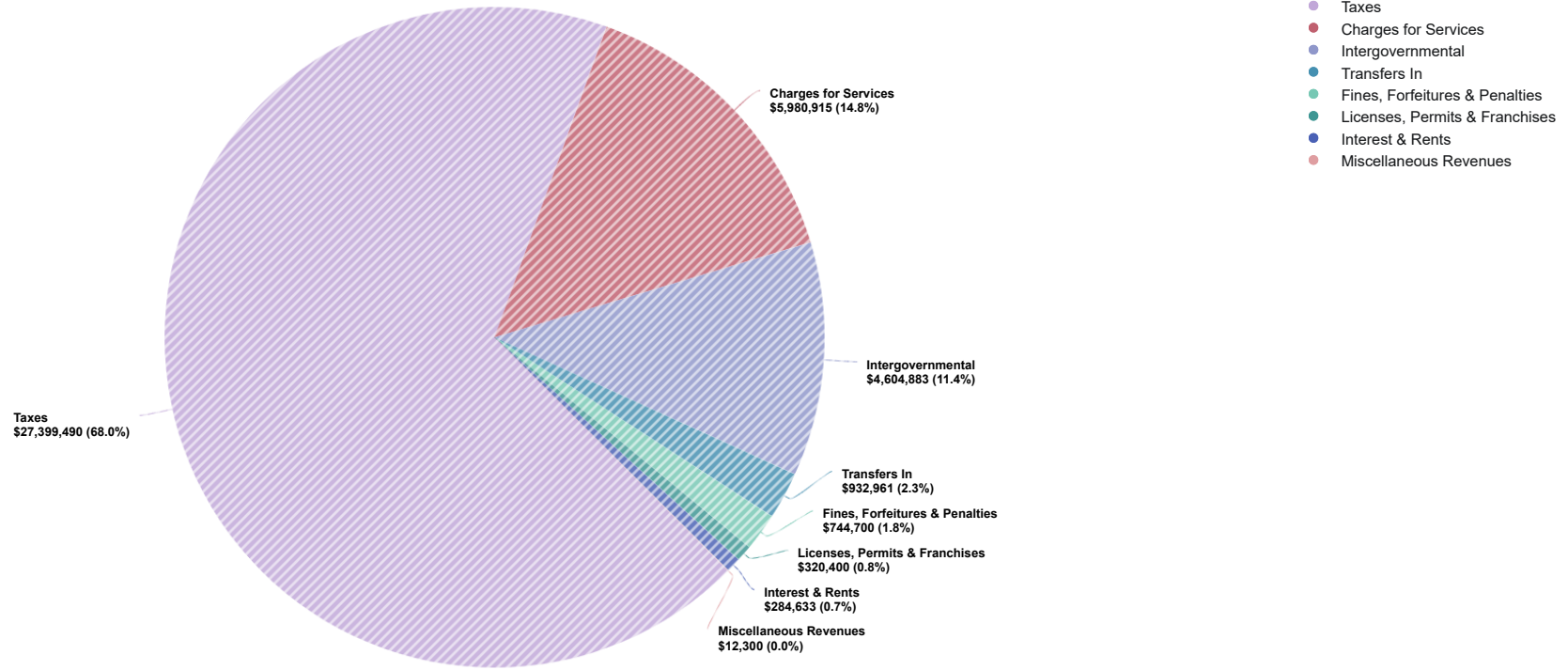
Data filtered by Types, GENERAL FUND, No Project and exported on June 4, 2021. Created with OpenGov

General Fund - Estimated Revenues by Type



Visualization

Sort **Large to Small**



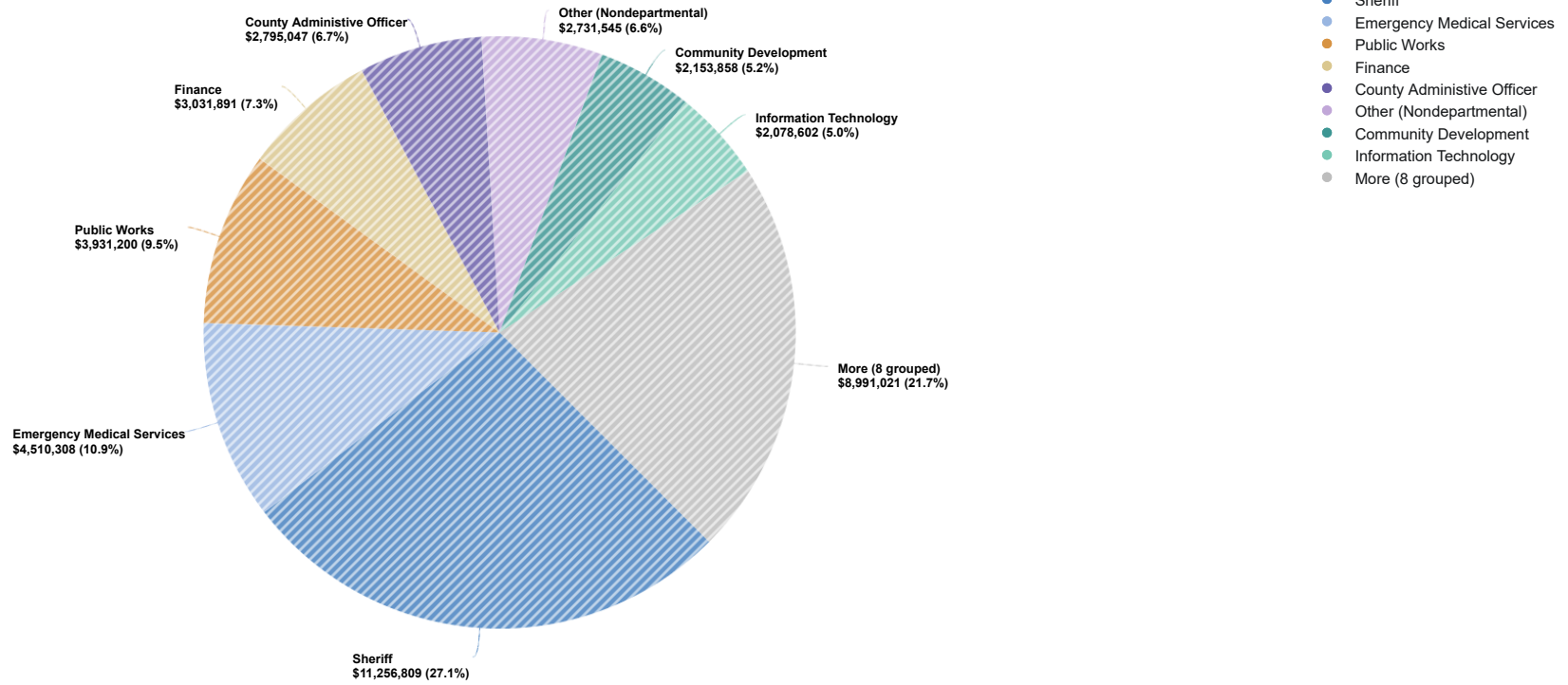
Expand All		2021-22 Budget
▶ Taxes		\$ 27,399,490
▶ Charges for Services		5,980,915
▶ Intergovernmental		4,604,883
▶ Transfers In		932,961
▶ Fines, Forfeitures & Penalties		744,700
▶ Licenses, Permits & Franchises		320,400
▶ Interest & Rents		284,633
▶ Miscellaneous Revenues		12,300
Total		\$ 40,280,282

General Fund - Recommended Expenditures by Department



Visualization

Sort **Large to Small**



Expand All		2021-22 Budget
▶ Sheriff		\$ 11,256,809
▶ Emergency Medical Services		4,510,308
▶ Public Works		3,931,200
▶ Finance		3,031,891
▶ County Administrative Officer		2,795,047
▶ Other (Nondepartmental)		2,731,545
▶ Community Development		2,153,858
▶ Information Technology		2,078,602
▶ District Attorney		2,005,191
▶ Probation		1,847,588
▶ Clerk / Recorder / Elections		1,438,696
▶ Assessor		1,327,904
▶ County Counsel		1,175,734
▶ Economic Development		596,134
▶ Animal Control		499,774
▶ Contingency		100,000
Total		\$ 41,480,282

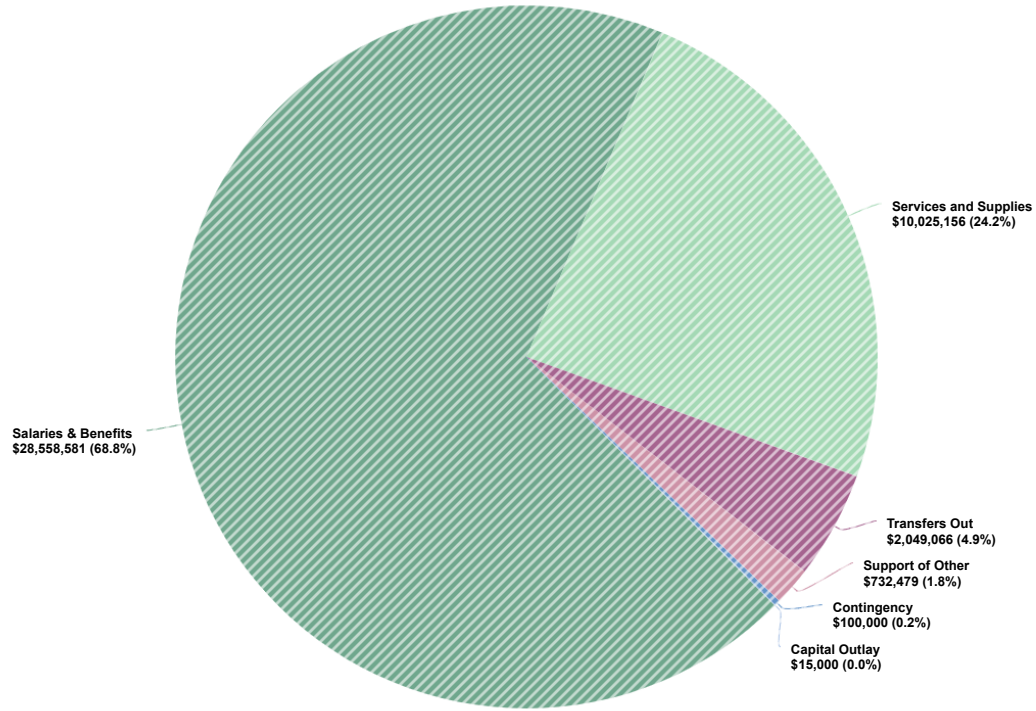
General Fund - Recommended Expenditures by Object



Visualization

Sort Large to Small

- Salaries & Benefits
- Services and Supplies
- Transfers Out
- Support of Other
- Contingency
- Capital Outlay



Expand All		2021-22 Budget
▸ Salaries & Benefits		\$ 28,558,581
▸ Services and Supplies		10,025,156
▸ Transfers Out		2,049,066
▸ Support of Other		732,479
▸ Contingency		100,000
▸ Capital Outlay		15,000
Total		\$ 41,480,282

**2021-22 RECOMMENDED BUDGET
GENERAL FUND**

		RECOMMENDED BUDGET		
DEPARTMENT	GENERAL FUND BUDGET UNITS	REVENUES	FUND BALANCE USED	EXPENDITURES
Finance	General Non-Departmental	31,672,514	(31,672,514)	-
Clerk/Recorder/Registrar	Board of Supervisors	1,636	606,780	608,416
CAO	County Administrative Officer	3,200	1,473,864	1,477,064
Finance	Department of Finance	427,656	1,885,104	2,312,760
CAO	Farm Advisor	1,000	51,000	52,000
CAO	Veterans Service Officer	-	50,000	50,000
CAO	Agricultural Commissioner	99,000	142,778	241,778
Finance	County MOE (Courts Share of Costs)	-	719,132	719,132
CAO	Public Defender	14,550	938,155	952,705
CAO	Grand Jury	-	21,500	21,500
Assessor	Assessor	410,885	917,019	1,327,904
County Counsel	County Counsel	20,922	1,154,812	1,175,734
Information Technology	Information Technology	307,000	1,513,305	1,820,305
Information Technology	Information Technology-Radio	16,800	241,497	258,297
Clerk/Recorder/Registrar	County Clerk-Recorder	156,598	420,185	576,783
Clerk/Recorder/Registrar	Election Division	23,335	230,162	253,497
Economic Development	Economic Development	5,000	591,134	596,134
Animal Services	Animal Services	25,817	473,957	499,774
Community Development	Planning & Transportation	331,000	945,807	1,276,807
Community Development	Housing Development	15,000	-	15,000
Community Development	Code Enforcement	33,800	256,089	289,889
Community Development	Planning Commission	-	11,471	11,471
Community Development	Building Inspector	159,000	401,691	560,691
District Attorney	District Attorney	246,775	1,423,832	1,670,607
District Attorney	Public Administrator	-	3,973	3,973
District Attorney	Victim-Witness	330,612	-	330,612
Sheriff	Sheriff	1,472,675	5,464,863	6,937,538
Sheriff	Boating Law Enforcement	131,065	-	131,065
Sheriff	Search and Rescue	-	39,332	39,332
Sheriff	Court Security	670,023	-	670,023
Sheriff	Jail	416,640	2,934,421	3,351,061
Information Technology	Emergency Services	127,790	-	127,790
Probation	Juvenile Probation Services	9,000	-	9,000
Probation	Adult Probation Services	372,863	1,465,725	1,838,588
Public Works	Public Works	201,000	874,182	1,075,182
Public Works	County Facilities	35,000	2,821,017	2,856,017
EMS	Paramedics	2,392,126	2,118,182	4,510,308
Finance	GF Transfers & Contributions	150,000	2,581,545	2,731,545
Finance	Contingencies	-	100,000	100,000
TOTAL		40,280,282	1,200,000	41,480,282

**2021-22 RECOMMENDED BUDGET
NON-GENERAL FUNDS**

DEPARTMENT	BUDGET UNIT	RECOMMENDED BUDGET		
		REVENUES	NET FUND BALANCE USED	EXPENDITURES
Finance	General Reserves	-	-	-
Economic Development	Fish Enhancement	103,737	-	103,737
Public Works	Conway Ranch	28,235	-	28,235
Economic Development	Fish & Game Fine Fund	7,600	54,000	61,600
Economic Development	Tourism	287,807	40,000	327,807
District Attorney	DA Grants	125,000	16,325	141,325
Community Development	Geothermal Monitoring	200,000	-	200,000
Public Works	Eastern Sierra Sustainable Recreation	161,470	134,038	295,508
Economic Development	Community Support Programs	44,000	14,800	58,800
Social Services	Social Services	6,220,887	(857,283)	5,363,604
Social Services	AID Programs	-	717,148	717,148
Social Services	General Relief	15,000	-	15,000
Social Services	Senior Services	376,545	-	376,545
Social Services	Public Guardian	84,246	-	84,246
Social Services	Workforce Investment Act	114,966	-	114,966
Social Services	Foster Care (Wraparound)	50,000	-	50,000
Social Services	County Children's Trust Fund	26,925	-	26,925
Social Services	Public Assistance	185,235	-	185,235
Social Services	State /Fed Public Assistance	3,647,366	-	3,647,366
Social Services	DSS 1991 Realignment	775,184	-	775,184
Social Services	DSS 2011 Realignment	1,289,348	-	1,289,348
Behavioral Health	Behavioral Health	1,169,705	-	1,169,705
Behavioral Health	Alcohol & Drug	1,237,285	-	1,237,285
Behavioral Health	MH Services Act	2,308,852	2,414,986	4,723,838
Behavioral Health	BH 2011 Realignment	516,850	472,834	989,684
Public Health	Public Health	4,277,019	36,517	4,313,536
Public Health	Health Education	313,829	-	313,829
Public Health	Bio-Terrorism-Public Hlth	345,042	-	345,042
Public Health	Prop 99 Public Health	150,000	-	150,000
Public Health	Prop 56 Health Education	150,000	-	150,000
Public Health	Environmental Health	1,094,374	-	1,094,374
Information Technology	Homeland Security Grant Program	89,221	-	89,221
Sheriff	Off Highway Vehicle Fund	58,445	(16,340)	42,105
Sheriff	Court Security - 2011 Realign	539,425	130,598	670,023
Sheriff	Medication-Assisted Treatment	50,000	-	50,000
Community Development	CASp	2,000	-	2,000
Finance	Cannabis Taxes	60,000	(57,116)	2,884
Finance	Stabilization fund	160,964	(160,964)	-
District Attorney	DA Diversion Program	7,000	-	7,000
County Counsel	Law Library Fund	3,000	10,150	13,150
CSA	County Service Area #1	190,068	(111,068)	79,000
CSA	County Service Area #2	-	63,700	63,700
CSA	County Service Area #5	58,000	434,000	492,000
Public Works	Zones of Benefit	148,000	(83,600)	64,400
Public Works	Public Safety Power Shutoff	-	72,000	72,000
Finance	Disaster Assistance Fund	329,671	29,344	359,015
Public Works	Road Fund	3,918,293	451,693	4,369,986
Public Works	State & Federal Construction (SB 1)	6,215,039	630,961	6,846,000
Community Development	HOME / CDBG Grants	874,484	-	874,484
Community Development	Community Development Grants	398,414	(15,000)	383,414
CAO	Affordable Housing Reserve	-	175,383	175,383
Public Works	Capital Improvements(CIP)	420,000	110,000	530,000
Information Technology	Emergency Communications Systems Cap Proj	-	-	-
Public Works	Criminal Justice Facility	25,000,000	1,404,164	26,404,164
Public Works	Civic Center Project	414,774	38,554	453,328

**2021-22 RECOMMENDED BUDGET
NON-GENERAL FUNDS**

DEPARTMENT	BUDGET UNIT	RECOMMENDED BUDGET		
		REVENUES	NET FUND BALANCE USED	EXPENDITURES
Finance	Debt Service Fund	1,700,952	(255,554)	1,445,398
Public Works	Airport Enterprise Fund	27,700	10,335	38,035
Public Works	Campground Enterprise Fund	39,000	11,868	50,868
Public Works	Cemeteries Enterprise Fund	3,675	8,840	12,515
Public Works	Solid Waste Enterprise Fund	1,827,000	1,151,753	2,978,753
Public Works	Solid Waste Special Rev Fund	825,000	-	825,000
Public Works	Solid Waste Accelerated. Landfill Closure	500,000	(500,000)	-
Public Works	Motor Pool	1,799,525	806,827	2,606,352
County Counsel	Insurance Fund	2,264,628	31,748	2,296,376
Information Technology	Tech Refresh	615,851	125,770	741,621
Finance	Copier Pool	100,750	1,624	102,374
CAO	Workforce Development	60,000	40,000	100,000
Probation	CCP 2011 Realignment	742,728	(64,772)	677,956
Probation	YOBG 2011 Realignment	141,285	28,917	170,202
Probation	SB 678 2011 Realignment	257,466	141,681	399,147
Probation	JJCPA 2011 Realignment	55,980	(19,457)	36,523
Probation	PRCS 2011 Realignment	10,250	-	10,250
Probation	BSCC 2011 Realignment	100,000	-	100,000
Probation	Juvenile Activities	16,526	(5,746)	10,780
Probation	Drug Court Grant	125,000	-	125,000
Probation	Local Innovation Account	7,334	(7,334)	-
Probation	Proposition 64 Public Health and Safety Gr	279,204	-	279,204
Sheriff	Inmate Welfare	32,500	20,500	53,000
TOTAL		75,775,659	7,676,824	83,452,483

SCHEDULE OF ESTIMATED FUND BALANCES

FUND	ESTIMATED BEGINNING FUND BALANCE AT JULY 1, 2021	RECOMMENDED REVENUES	RECOMMENDED EXPENDITURES	ESTIMATED FUND BALANCE AT JUNE 30, 2022	
100	General Fund	1,228,000	40,280,282	41,480,282	28,000
101	General Reserves	2,220,000	-	-	2,220,000
102	Fish Enhancement	-	103,737	103,737	-
103	Conway Ranch	-	28,235	28,235	-
104	Fish & Game Fine Fund	54,000	7,600	61,600	-
105	Tourism	260,000	287,807	327,807	220,000
106	DA Grants	385,000	125,000	141,325	368,675
107	Geothermal Monitoring	-	200,000	200,000	-
108	Eastern Sierra Sustainable Recreation	370,000	161,470	295,508	235,962
109	Community Support Programs	14,800	44,000	58,800	-
110	Social Services	-	6,696,678	6,556,543	140,135
111	Workforce Investment Act	-	114,966	114,966	-
112	Foster Care (Wraparound)	33,000	50,000	50,000	33,000
114	County Children's Trust Fund	20,000	26,925	26,925	20,000
115	Public Assistance	1,815,000	185,235	185,235	1,815,000
116	State /Fed Public Assistance	72,000	3,647,366	3,647,366	72,000
117	DSS 1991 Realignment	2,414,000	775,184	775,184	2,414,000
118	DSS 2011 Realignment	3,110,000	1,289,348	1,289,348	3,110,000
120	Behavioral Health	-	2,406,990	2,406,990	-
121	MH Services Act	7,200,000	2,308,852	4,723,838	4,785,014
122	BH 2011 Realignment	3,045,000	516,850	989,684	2,572,166
130	Public Health	1,200,000	4,277,019	4,313,536	1,163,483
131	Health Education	-	313,829	313,829	-
133	Bio-Terrorism-Public Hlth	-	345,042	345,042	-
135	Prop 99 Public Health	-	150,000	150,000	-
136	Prop 56 Health Education	-	150,000	150,000	-
137	Environmental Health	-	1,094,374	1,094,374	-
142	Homeland Security Grant Program	-	89,221	89,221	-
145	Off Highway Vehicle Fund	55,000	58,445	42,105	71,340
146	Court Security - 2011 Realignment	720,000	539,425	670,023	589,402
147	Medication-Assisted Treatment	-	50,000	50,000	-
148	CASp	3,800	2,000	2,000	3,800
150	Cannabis Taxes	102,000	60,000	2,884	159,116
151	Economic Stabilization	3,750,000	160,964	-	3,910,964
155	DA Diversion Program	16,000	7,000	7,000	16,000
156	Law Library Fund	39,400	3,000	13,150	29,250
160	County Service Area #1	540,000	190,068	79,000	651,068
162	County Service Area #2	248,000	-	63,700	184,300
163	County Service Area #5	668,000	58,000	492,000	234,000
164	Zones of Benefit	1,200,000	148,000	64,400	1,283,600
169	Public Safety Power Shutoff	72,000	-	72,000	-
179	Disaster Assistance Fund	600,000	329,671	359,015	570,656
180	Road Fund	710,000	3,918,293	4,369,986	258,307
181	State & Federal Construction (SB 1)	2,700,000	6,215,039	6,846,000	2,069,039
185	HOME / CDBG Grants	885,000	874,484	874,484	885,000
187	Community Development Grants	62,000	398,414	383,414	77,000
188	Affordable Housing Reserve	851,000	-	175,383	675,617
190	Capital Improvements(CIP)	110,000	420,000	530,000	-
191	Emergency Communications Systems Cap Proj	151,000	-	-	151,000
192	Criminal Justice Facility	1,404,164	25,000,000	26,404,164	-
193	Civic Center Project	38,554	414,774	453,328	-
198	Debt Service Fund	529,000	1,700,952	1,445,398	784,554
600	Airport Enterprise Fund	4,793,000	27,700	38,035	4,782,665
605	Campground Enterprise Fund	127,000	39,000	50,868	115,132
610	Cemeteries Enterprise Fund	50,800	3,675	12,515	41,960
615	Solid Waste Enterprise Fund	(1,064,000)	1,827,000	2,978,753	(2,215,753)
616	Solid Waste Special Rev Fund	(7,710,000)	825,000	825,000	(7,710,000)
617	Solid Waste Accelerated. Landfill Closure	2,700,000	500,000	-	3,200,000

SCHEDULE OF ESTIMATED FUND BALANCES

FUND	ESTIMATED BEGINNING FUND BALANCE AT JULY 1, 2021	RECOMMENDED REVENUES	RECOMMENDED EXPENDITURES	ESTIMATED FUND BALANCE AT JUNE 30, 2022
650 Motor Pool	4,350,000	1,799,525	2,606,352	3,543,173
652 Insurance Fund	2,285,000	2,264,628	2,296,376	2,253,252
653 Tech Refresh	209,000	615,851	741,621	83,230
655 Copier Pool	128,000	100,750	102,374	126,376
659 Workforce Development	208,000	60,000	100,000	168,000
680 CCP 2011 Realignment	800,800	742,728	677,956	865,572
681 YOBG 2011 Realignment	564,000	141,285	170,202	535,083
682 SB 678 2011 Realignment	1,130,000	257,466	399,147	988,319
683 JJCPA 2011 Realignment	146,000	55,980	36,523	165,457
684 PRCS 2011 Realignment	130,000	10,250	10,250	130,000
685 BSCC 2011 Realignment	476,000	100,000	100,000	476,000
686 Juvenile Activities	79,000	16,526	10,780	84,746
688 Drug Court Grant	-	125,000	125,000	-
690 Local Innovation Account	32,000	7,334	-	39,334
184 Proposition 64 Public Health and Safety Gr	-	279,204	279,204	-
720 Inmate Welfare	98,500	32,500	53,000	78,000



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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: CAO, Finance

TIME REQUIRED 15 minutes

**PERSONS
APPEARING
BEFORE THE
BOARD**

John Craig, Assistant CAO; Janet
Dutcher, Finance Director

SUBJECT List of Allocated Positions for Fiscal
Year 2021-22

AGENDA DESCRIPTION:

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

Proposed resolution to adopt the Fiscal Year 2021-22 Position Allocation List for positions classified in the Recommended Budget

RECOMMENDED ACTION:

Adopt proposed resolution R21-___, Adopting a Schedule for Position Classifications in Conjunction with the Adoption of the 2021-2022 Budget.

FISCAL IMPACT:

None.

CONTACT NAME: John Craig

PHONE/EMAIL: 760-932-5414 / jcraig@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff Report
Resolution
FY 2021-22 Allocation List

History

Time	Who	Approval
6/9/2021 6:41 PM	County Counsel	Yes
6/10/2021 9:12 AM	Finance	Yes
6/10/2021 10:45 AM	County Administrative Office	Yes



COUNTY OF MONO

P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517
(760) 932-5410 • FAX (760) 932-5411

Robert C. Lawton
County Administrative Officer

John Craig
Assistant County Administrative Officer

Date: June 15, 2021
To: Honorable Board of Supervisors
From: John Craig, Assistant County Administrative Officer
Re: Resolution to adopt the List of Allocated Positions for Fiscal Year 2021-2022

RECOMMENDATION:

Approve proposed resolution to adopt the County of Mono List of Allocated Positions for the Fiscal Year 2021-2022.

DISCUSSION:

Section 29007 of the State of California County Budget Act requires counties to adopt a resolution setting forth for each budget unit, a schedule showing salary rate or range for each position along with total allocated positions approved by the Board of Supervisors.

This list includes the addition of two new positions: Administrative Services Specialist in the Community Development Department and a Shelter Attendant in the Animal Services Department.

There are five positions which are included on the proposed allocation list but are not funded in the Recommended Budget for Fiscal Year 2021-2022. Community Development anticipates filling their new position once funding is available. Animal Services anticipates hiring their new position part time during the second half of 2021 and transitioning the employee to full time beginning in January of 2022.

Department	Position Title	# of Positions
Community Development	Administrative Services Specialist	1
Animal Services	Shelter Attendant	1

The position allocation list also incorporates several promotions requested by departments and included in the Recommended Budget. Several positions on the list are underfilled. Mostly, the budget reflects the cost of the underfilled position rather than the full salary of the higher position that is being underfilled.

Once approved, this Allocation List will be attached to the budget and filed with the Clerk of the Board of Supervisors and with the Office of the Controller of the State of California.

Fiscal Impact:

None.



R21-__

**A RESOLUTION OF THE MONO COUNTY
BOARD OF SUPERVISORS
ADOPTING A SCHEDULE FOR POSITION CLASSIFICATIONS
IN CONJUNCTION WITH THE ADOPTION OF THE 2021-2022 BUDGET**

WHEREAS, California Government Code section 29007 requires that a schedule for position classifications, also referred to as an “allocation list”, be adopted in conjunction with the annual adoption of the County budget; and

WHEREAS, the allocation list must include salary rates or ranges, as applicable, and the total allocated positions approved by the Board of Supervisors; and

WHEREAS, in conjunction with the adoption of the 2021-22 Budget for the County of Mono, the Board now wishes to adopt a schedule for position classifications;

NOW, THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF MONO RESOLVES that the Mono County 2021-22 schedule for position classifications attached hereto as an exhibit and incorporated by this reference, is hereby adopted.

PASSED, APPROVED and ADOPTED this 15th day of June, 2021, by the following vote, to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Jennifer Kreitz, Chair
Mono County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:

Clerk of the Board

County Counsel

Mono County Position Allocation List, FY 2021-22

Department	Position Title	Grade	Min Annual Base Salary	Max Annual Base Salary	# of Positions Approved by Board of Supervisors	Allocated FTE
ANIMAL SERVICES	ANIMAL SERVICES DIRECTOR	n/a		\$81,900.00	1	1
ANIMAL SERVICES	ANIMAL SHELTER ATTENDANT	47	\$35,920.00	\$43,661.00	3	2.75
ANIMAL SERVICES	ANIMAL CONTROL OFFICER I/II	50/52	\$38,682.00	\$49,398.00	2	2
					6	5.75
BEHAVIORAL HEALTH	BEHAVIORAL HEALTH DIRECTOR	n/a		\$133,406.40	1	1
BEHAVIORAL HEALTH	CLINICAL SUPERVISOR	82	\$85,246.00	\$103,616.00	1	1
BEHAVIORAL HEALTH	BEHAVIORAL HEALTH PROGRAM MANAGER	82	\$85,246.00	\$103,616.00	1	1
BEHAVIORAL HEALTH	ACCOUNTANT I/II	73/79	\$68,258.00	\$96,218.00	1	1
BEHAVIORAL HEALTH	PSYCHIATRIC SPECIALIST III	78	\$77,228.00	\$93,871.00	1	1
BEHAVIORAL HEALTH	PSYCHIATRIC SPECIALIST II	74	\$69,965.00	\$85,043.00	1	1
BEHAVIORAL HEALTH	SUBSTANCE USE DISORDERS SUPERVISOR	72	\$66,594.00	\$80,945.00	1	1
BEHAVIORAL HEALTH	PSYCHIATRIC SPECIALIST I	70	\$63,385.00	\$77,045.00	2	2
BEHAVIORAL HEALTH	STAFF SERVICES ANALYST II	70	\$63,385.00	\$77,045.00	4	4
BEHAVIORAL HEALTH	QUALITY ASSURANCE COORDINATOR	69	\$61,839.00	\$75,165.00	1	1
BEHAVIORAL HEALTH	BEHAVIORAL HEALTH SERVICES COORDINATOR II	66	\$57,424.00	\$69,799.00	2	2
BEHAVIORAL HEALTH	FISCAL TECHNICAL SPECIALIST IV	63	\$53,323.00	\$64,815.00	2	2
BEHAVIORAL HEALTH	SUBSTANCE USE DISORDERS COUNSELOR III	62	\$52,023.00	\$63,234.00	1	1
BEHAVIORAL HEALTH	BEHAVIORAL HEALTH SERVICES COORDINATOR I	62	\$52,023.00	\$63,234.00	2	2
BEHAVIORAL HEALTH	CASE MANAGER III	60	\$49,516.00	\$60,187.00	3	3
BEHAVIORAL HEALTH	WELLNESS CENTER ASSOCIATE	n/a	\$20.00/hr		2	0.75
BEHAVIORAL HEALTH	WELLNESS CENTER ASSOCIATE	n/a	\$25.00/hr		1	0.50
BEHAVIORAL HEALTH	WELLNESS CENTER ASSOCIATE	n/a	\$30.00/hr		2	0.20
					29	26.45
BOARD OF SUPERVISORS	BOARD CHAIRPERSON	n/a		\$62,424.00	1	1
BOARD OF SUPERVISORS	BOARD MEMBER	n/a		\$57,504.00	4	4
					5	5
CLERK/RECORDER	COUNTY CLERK/RECORDER/REGISTRAR	n/a		\$121,003.56	1	1
CLERK/RECORDER	ASSISTANT COUNTY CLERK/RECORDER	n/a		\$94,809.48	1	1
CLERK/RECORDER	SENIOR DEPUTY BOARD CLERK/ELECTIONS	69	\$61,839.00	\$75,165.00	1	1
CLERK/RECORDER	FISCAL TECHNICAL SPECIALIST IV	63	\$53,323.00	\$64,815.00	1	1
CLERK/RECORDER	FISCAL TECHNICAL SPECIALIST I/II/III/IV	51/55/59/63	\$39,649.00	\$64,815.00	1	1
CLERK/RECORDER	ELECTIONS ADMINISTRATION ADVISOR/ANNUITANT	n/a	\$35.00/hr		1	0.25
CLERK/RECORDER	ELECTIONS ASSISTANT	n/a	\$25.00/hr		1	0.25
					7	5.5
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT DIRECTOR	n/a		\$133,406.40	1	1
COMMUNITY DEVELOPMENT	PRINCIPAL PLANNER	78	\$77,228.00	\$93,871.00	1	1
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT ANALYST III	74	\$69,965.00	\$85,043.00	2	2
COMMUNITY DEVELOPMENT	ASSOCIATE PLANNER II	70	\$63,385.00	\$77,045.00	1	1
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT ANALYST II	70	\$63,385.00	\$77,045.00	2	2
COMMUNITY DEVELOPMENT	ADMISTRATIVE SERVICES SPECIALIST	69	\$61,839.00	\$75,165.00	1	1
COMMUNITY DEVELOPMENT	OFFICE MANAGER & PLANNING COMMISSION SECRETARY	65	\$56,023.00	\$68,096.00	1	1
COMMUNITY DEVELOPMENT-BUILD.	BUILDING INSPECTOR III	74	\$69,965.00	\$85,043.00	1	1
COMMUNITY DEVELOPMENT-BUILD.	BUILDING INSPECTOR/PLANS EXAMINER	71	\$64,969.00	\$78,971.00	1	1
COMMUNITY DEVELOPMENT-BUILD.	PERMIT TECHNICIAN	64	\$54,657.00	\$66,435.00	1	1
COMMUNITY DEVELOPMENT-BUILD.	BUILDING OFFICIAL	n/a	\$86.28/hr		1	0.2
COMMUNITY DEVELOPMENT-CODE	COMMUNITY DEVELOP ANALYST III/CODE ENFORCE	74	\$69,965.00	\$85,043.00	1	1
COMMUNITY DEVELOPMENT-CODE	COMMUNITY DEVELOP ANALYST II/CODE ENFORCE	70	\$63,385.00	\$77,045.00	1	1
					15	14.2
COUNTY ADMINISTRATION	COUNTY ADMINISTRATIVE OFFICER	n/a		\$187,716.24	1	1
COUNTY ADMINISTRATION	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	n/a		\$154,434.60	1	1
COUNTY ADMINISTRATION	HUMAN RESOURCES DIRECTOR	n/a		\$133,406.40	1	1
COUNTY ADMINISTRATION	HOUSING COORDINATOR	n/a		\$109,753.80	1	1
COUNTY ADMINISTRATION	ASSISTANT TO THE COUNY ADMINISTRATIVE OFFICER	n/a		\$94,809.48	1	1
COUNTY ADMINISTRATION	HUMAN RESOURCES GENERALIST	69	\$61,839.00	\$75,165.00	1	1
COUNTY ADMINISTRATION	HUMAN RESOURCES SPECIALIST	63	\$53,323.00	\$64,815.00	1	1
COUNTY ADMINISTRATION	SPECIAL PROJECTS MANAGER	n/a	\$93.75/hr		1	0.2
COUNTY ADMINISTRATION	COMMUNICATIONS CONSULTANT	n/a	\$85.00/hr		1	0.5
					9	7.7
COUNTY ASSESSOR	ASSESSOR	n/a		\$133,406.40	1	1
COUNTY ASSESSOR	ASSISTANT ASSESSOR	n/a		\$109,753.80	1	1
COUNTY ASSESSOR	APPRAISER III	75	\$71,714.00	\$87,169.00	1	1
COUNTY ASSESSOR	AUDITOR-APPRAISER II	74	\$69,965.00	\$85,043.00	1	1
COUNTY ASSESSOR	APPRAISER II	71	\$64,969.00	\$78,971.00	2	2
COUNTY ASSESSOR	CADASTRAL MAPPER/TRANSFER ANALYST	65	\$56,023.00	\$68,096.00	1	1
COUNTY ASSESSOR	APPRAISER AIDE	64	\$54,657.00	\$66,435.00	1	1
COUNTY ASSESSOR	FISCAL TECHNICAL SPECIALIST IV	63	\$53,323.00	\$64,815.00	1	1
					9	9
COUNTY COUNSEL	COUNTY COUNSEL	n/a		\$187,716.24	1	1
COUNTY COUNSEL	ASSISTANT COUNTY COUNSEL	n/a		\$133,406.40	2	2
COUNTY COUNSEL	DEPUTY COUNTY COUNSEL III	n/a		\$115,241.52	1	1
COUNTY COUNSEL	RISK MANAGER	n/a		\$99,549.96	1	1
COUNTY COUNSEL	ADMINISTRATIVE SERVICES SPECIALIST	69	\$61,839.00	\$75,165.00	1	1
					6	6
DISTRICT ATTORNEY	DISTRICT ATTORNEY	n/a		\$170,264.16	1	1
DISTRICT ATTORNEY	ASSISTANT DISTRICT ATTORNEY	n/a		\$133,406.40	1	1
DISTRICT ATTORNEY	DEPUTY DISTRICT ATTORNEY III	n/a		\$127,053.72	2	2
DISTRICT ATTORNEY	CHIEF INVESTIGATOR	n/a		\$127,053.72	1	1
DISTRICT ATTORNEY	DISTRICT ATTORNEY INVESTIGATOR II	n/a		\$104,527.44	1	1
DISTRICT ATTORNEY	OPERATIONS AND PROGRAMING SUPERVISOR	n/a		\$81,749.00	1	1

Mono County Position Allocation List, FY 2021-22

Department	Position Title	Grade	Min Annual Base Salary	Max Annual Base Salary	# of Positions Approved by Board of Supervisors	Allocated FTE
DISTRICT ATTORNEY	ADMINISTRATIVE SERVICES SPECIALIST	69	\$61,839.00	\$75,165.00	1	1
DISTRICT ATTORNEY	VICTIM/WITNESS ADVOCATE	60	\$49,516.00	\$60,187.00	1	1
DISTRICT ATTORNEY	VICTIM/WITNESS ADVOCATE	n/a	\$20.00/hr		1	0.62
					10	9.62
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT DIRECTOR	n/a		\$121,003.56	1	1
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT MANAGER	n/a		\$94,809.48	1	1
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT COORDINATOR	69	\$61,839.00	\$75,165.00	1	1
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT ASSISTANT (TEMP)	n/a	\$18.00/hr		1	0.25
					4	3.25
EMERGENCY MEDICAL SERVICES	EMERGENCY MEDICAL SERVICES CHIEF	n/a		\$127,053.72	1	1
EMERGENCY MEDICAL SERVICES	FISCAL & ADMINISTRATIVE SERVICES OFFICER I	76	\$73,507.00	\$89,348.00	1	1
EMERGENCY MEDICAL SERVICES	PARAMEDIC STATION CAPTAIN	58	\$61,403.00	\$74,636.00	4	4
EMERGENCY MEDICAL SERVICES	PARAMEDIC TRAINING OFFICER	56	\$58,740.00	\$71,399.00	1	1
EMERGENCY MEDICAL SERVICES	PARAMEDIC II	54	\$53,400.00	\$64,908.00	13	13
EMERGENCY MEDICAL SERVICES	EMERGENCY MEDICAL TECHNICIAN	40	\$37,794.00	\$45,939.00	6	6
EMERGENCY MEDICAL SERVICES	EMERGENCY MEDICAL TECHNICIAN - RESERVE	n/a	\$14.00/hr		20	2
					46	30
FINANCE	DIRECTOR OF FINANCE	n/a		\$154,434.60	1	1
FINANCE	ASSISTANT DIRECTOR OF FINANCE	n/a		\$115,241.52	2	2
FINANCE	ACCOUNTANT III	85	\$91,800.00	\$111,584.00	1	1
FINANCE	ACCOUNTANT II	79	\$79,159.00	\$96,218.00	2	2
FINANCE	ACCOUNTANT I	73	\$68,258.00	\$82,969.00	4	4
FINANCE	FISCAL TECHNICAL SPECIALIST IV	63	\$53,323.00	\$64,815.00	3	3
					13	13
INFORMATION TECHNOLOGY	INFORMATION TECHNOLOGY DIRECTOR	n/a		\$162,156.36	1	1
INFORMATION TECHNOLOGY	COMMUNICATIONS MANAGER	84	\$89,561.00	\$108,862.00	1	1
INFORMATION TECHNOLOGY	SENIOR SYSTEM ADMINISTRATOR	84	\$89,561.00	\$108,862.00	1	1
INFORMATION TECHNOLOGY	BUSINESS OPERATIONS MANAGER	81	\$83,166.00	\$101,089.00	1	1
INFORMATION TECHNOLOGY	LEAD DEVELOPER	81	\$83,166.00	\$101,089.00	1	1
INFORMATION TECHNOLOGY	GEOGRAPHIC INFORMATION SYSTEM SPECIALIST III	79	\$79,159.00	\$96,218.00	1	1
INFORMATION TECHNOLOGY	COMMUNICATIONS SPECIALIST I	77	\$75,345.00	\$91,582.00	1	1
INFORMATION TECHNOLOGY	INFORMATION TECHNOLOGY SPECIALIST II	77	\$75,345.00	\$91,582.00	2	2
INFORMATION TECHNOLOGY	GEOGRAPHIC INFORMATION SYSTEM SPECIALIST I	75	\$71,714.00	\$87,169.00	1	1
INFORMATION TECHNOLOGY	INFORMATION TECHNOLOGY SPECIALIST I	75	\$71,714.00	\$87,169.00	1	1
INFORMATION TECHNOLOGY	GEOGRAPHIC INFORMATION SYSTEM ANALYST	70	\$63,385.00	\$77,045.00	1	1
					12	12
PROBATION	CHIEF PROBATION OFFICER	n/a		\$133,406.40	1	1
PROBATION	FISCAL & ADMINISTRATIVE SERVICES OFFICER II	79	\$79,159.00	\$96,218.00	1	1
PROBATION	DEPUTY PROBATION OFFICER V	67	\$72,915.00	\$88,629.00	2	2
PROBATION	DEPUTY PROBATION OFFICER IV	63	\$67,379.00	\$81,899.00	1	1
PROBATION	BEHAVIORAL HEALTH SERVICES COORDINATOR I	62	\$52,023.00	\$63,234.00	1	1
PROBATION	PROBATION AIDE II	51	\$49,118.00	\$59,703.00	1	1
PROBATION	DEPUTY PROBATION OFFICER III	59	\$48,308.00	\$58,719.00	6	6
					13	13
PUBLIC HEALTH	PUBLIC HEALTH DIRECTOR	n/a		\$133,406.40	1	1
PUBLIC HEALTH	ENVIRONMENTAL HEALTH MANAGER	n/a		\$115,241.52	1	1
PUBLIC HEALTH	EPIDEMIOLOGIST	82	\$85,246.00	\$103,616.00	1	1
PUBLIC HEALTH	HEALTH PROGRAM MANAGER/PUBLIC HEALTH NURSE	82	\$85,246.00	\$103,616.00	4	4
PUBLIC HEALTH	FISCAL & ADMINISTRATIVE SERVICES OFFICER II	79	\$79,159.00	\$96,218.00	1	1
PUBLIC HEALTH	DEPUTY DIRECTOR OF PUBLIC HEALTH	n/a		\$93,768.00	1	1
PUBLIC HEALTH	EMERGENCY PREPAREDNESS MANAGER	75	\$71,714.00	\$87,169.00	1	1
PUBLIC HEALTH	WIC PROGRAM DIRECTOR/REGISTERED DIETICIAN	75	\$71,714.00	\$87,169.00	1	1
PUBLIC HEALTH	COMMUNITY HEALTH PROGRAM COORDINATOR I/II	70/75	\$63,385.00	\$87,169.00	2	2
PUBLIC HEALTH	ENVIRONMENTAL HEALTH SPECIALIST III	74	\$69,965.00	\$85,043.00	3	3
PUBLIC HEALTH	FISCAL TECHNICAL SPECIALIST IV	63	\$53,323.00	\$64,815.00	2	2
PUBLIC HEALTH	FISCAL TECHNICAL SPECIALIST IV/WNA	63	\$53,323.00	\$64,815.00	2	2
PUBLIC HEALTH	COMMUNITY HEALTH OUTREACH SPECIALIST	63	\$53,323.00	\$64,815.00	3	2.8
PUBLIC HEALTH	COVID CASE INVESTIGATORS (TEMP THROUGH 7/31/23)	53	\$41,656.00	\$50,633.00	1	1
PUBLIC HEALTH	PUBLIC HEALTH OFFICER	n/a	\$109.70/hr		1	0.75
PUBLIC HEALTH	PUBLIC HEALTH DIRECTOR CONSULTANT		\$66.86/hr		1	0.46
PUBLIC HEALTH	ENVIRONMENTAL HEALTH TECHNICIAN	n/a	\$29.80/hr		1	0.5
PUBLIC HEALTH	PUBLIC HEALTH NURSING PROFESSIONAL	n/a	\$48.84/hr		3	0.1
					30	25.81
PUBLIC WORKS	PUBLIC WORKS DIRECTOR	n/a		\$147,080.52	1	1
PUBLIC WORKS	ADMINISTRATIVE SERVICES SPECIALIST	69	\$61,839.00	\$75,165.00	1	1
PUBLIC WORKS-ENGIN./PROJECTS	COUNTY ENGINEER	n/a		\$127,053.72	1	1
PUBLIC WORKS-ENGIN./PROJECTS	ASSOCIATE ENGINEER I	84	\$89,561.00	\$108,862.00	2	2
PUBLIC WORKS-ENGIN./PROJECTS	PROJECT MANAGER	n/a		\$85,995.00	1	1
PUBLIC WORKS-ENGIN./PROJECTS	ENGINEER TECHNICIAN III	74	\$69,965.00	\$85,043.00	1	1
PUBLIC WORKS-ENGIN./PROJECTS	EASTERN SIERRA RECREATION COORDINATOR	n/a		\$70,748.40	1	1
PUBLIC WORKS-ENGIN./PROJECTS	EASTERN SIERRA RECREATION SEASONAL	n/a	\$20.00/hr		2	0.92
PUBLIC WORKS-ENGIN./PROJECTS	PROJECT MANAGER	n/a	\$38.41/hr		1	0.46
PUBLIC WORKS-PARKS/FACILITIES	PARKS & FACILITIES SUPERINTENDENT	n/a		\$104,527.44	1	1
PUBLIC WORKS-PARKS/FACILITIES	PARKS & FACILITIES SUPERVISOR	73	\$68,258.00	\$82,969.00	1	1
PUBLIC WORKS-PARKS/FACILITIES	MAINTENANCE CRAFTSWORKER	63	\$53,323.00	\$64,815.00	2	2
PUBLIC WORKS-PARKS/FACILITIES	MAINTENANCE LEADWORKER	63	\$53,323.00	\$64,815.00	2	2
PUBLIC WORKS-PARKS/FACILITIES	MAINTENANCE WORK ORDER TECHNICIAN	61	\$50,754.00	\$61,692.00	1	1
PUBLIC WORKS-PARKS/FACILITIES	MAINTENANCE WORKER III	59	\$48,308.00	\$58,719.00	3	3
PUBLIC WORKS-PARKS/FACILITIES	MAINTENANCE WORKER II	55	\$43,765.00	\$53,197.00	1	1

Mono County Position Allocation List, FY 2021-22

Department	Position Title	Grade	Min Annual Base Salary	Max Annual Base Salary	# of Positions Approved by Board of Supervisors	Allocated FTE	
PUBLIC WORKS-PARKS/FACILITIES	LEAD CUSTODIAN	51	\$39,649.00	\$48,194.00	1	1	
PUBLIC WORKS-PARKS/FACILITIES	CUSTODIAN III	43/47	\$32,542.00	\$43,661.00	2	2	
PUBLIC WORKS-ROAD DEPT	ROAD OPERATIONS SUPERINTENDENT			<i>\$104,527.44</i>	1	1	
PUBLIC WORKS-ROAD DEPT	FLEET SERVICES SUPERINTENDENT	79	\$79,159.00	\$96,218.00	1	1	
PUBLIC WORKS-ROAD DEPT	LEAD EQUIPMENT MECHANIC	72	\$66,594.00	\$80,945.00	1	1	
PUBLIC WORKS-ROAD DEPT	EQUIPMENT MECHANIC III	68	\$60,331.00	\$73,332.00	1	1	
PUBLIC WORKS-ROAD DEPT	MAINTENANCE SUPERVISOR	67	\$58,859.00	\$71,544.00	4	4	
PUBLIC WORKS-ROAD DEPT	EQUIPMENT MECHANIC II	64	\$54,657.00	\$66,435.00	1	1	
PUBLIC WORKS-ROAD DEPT	EQUIPMENT MECHANIC III	64	\$54,657.00	\$66,435.00	2	2	
PUBLIC WORKS-ROAD DEPT	INVENTORY AND PURCHASING TECHNICIAN	61	\$50,754.00	\$61,692.00	1	1	
PUBLIC WORKS-ROAD DEPT	FISCAL TECHNICAL SPECIALIST IV	55/59	\$43,765.00	\$58,719.00	2	2	
PUBLIC WORKS-ROAD DEPT	MAINTENANCE WORKER III	59	\$48,308.00	\$58,719.00	11	11	
PUBLIC WORKS-ROAD DEPT	MAINTENANCE WORKER II	55	\$43,765.00	\$53,197.00	2	2	
PUBLIC WORKS-SOLID WASTE	SOLID WASTE SUPERINTENDENT	n/a		<i>\$94,809.48</i>	1	1	
PUBLIC WORKS-SOLID WASTE	SOLID WASTE SUPERVISOR	73	\$68,258.00	\$82,969.00	1	1	
PUBLIC WORKS-SOLID WASTE	SOLID WASTE EQUIPMENT OPERATOR	61	\$50,754.00	\$61,692.00	2	2	
PUBLIC WORKS-SOLID WASTE	FISCAL TECHNICAL SPECIALIST III	59	\$48,308.00	\$58,719.00	1	1	
PUBLIC WORKS-SOLID WASTE	SOLID WASTE MAINTENANCE WORKER	59	\$48,308.00	\$58,719.00	3	3	
					60	58.38	
SHERIFF	SHERIFF-CORONER	n/a		<i>\$170,264.16</i>	1	1	
SHERIFF	UNDERSHERIFF	n/a		<i>\$154,434.60</i>	1	1	
SHERIFF	LIEUTENANT I/II	n/a		\$146,085.93	2	2	
SHERIFF	SERGEANT	60	\$87,264.00	\$106,044.00	3	3	
SHERIFF	FISCAL & ADMINISTRATIVE SERVICES OFFICER II	79	\$79,159.00	\$96,218.00	1	1	
SHERIFF	DEPUTY SHERIFF II	54	\$75,252.00	\$91,464.00	20	17	
SHERIFF	PUBLIC INFORMATION OFFICER	69	\$61,839.00	\$75,165.00	1	1	
SHERIFF	RECORDS MANAGER	61	\$50,754.00	\$61,692.00	1	1	
SHERIFF	COURT SCREENER II	n/a	\$38.50/hr		2	0.92	
SHERIFF	COURT SCREENER I	n/a	\$27.50/hr		8	3.68	
SHERIFF - JAIL	PUBLIC SAFETY LIEUTENANT	63	\$76,068.00	\$92,472.00	1	1	
SHERIFF - JAIL	PUBLIC SAFETY SERGEANT	58	\$66,132.00	\$80,388.00	2	2	
SHERIFF - JAIL	PUBLIC SAFETY OFFICER II	49	\$49,536.00	\$60,240.00	12	12	
SHERIFF - JAIL	PUBLIC SAFETY OFFICER I	47	\$47,160.00	\$57,324.00	6	4	
SHERIFF - JAIL	FOOD SERVICE MANAGER	51	\$39,649.00	\$48,194.00	1	1	
SHERIFF - JAIL	COOK (CORRECTIONAL)	45	\$34,189.00	\$41,557.00	1	1	
					63	52.6	
SOCIAL SERVICES	SOCIAL SERVICES DIRECTOR	n/a		<i>\$133,406.40</i>	1	1	
SOCIAL SERVICES	PROGRAM MANAGER	82	\$85,246.00	\$103,616.00	2	2	
SOCIAL SERVICES	STAFF SERVICES MANAGER	82	\$85,246.00	\$103,616.00	1	1	
SOCIAL SERVICES	SOCIAL WORKER SUPERVISOR II	79	\$79,159.00	\$96,218.00	1	1	
SOCIAL SERVICES	SUPERVISING STAFF SERVICES ANALYST	78	\$77,228.00	\$93,871.00	1	1	
SOCIAL SERVICES	SOCIAL WORKER SUPERVISOR I	75	\$71,714.00	\$87,169.00	1	1	
SOCIAL SERVICES	STAFF SERVICES ANALYST III	74	\$69,965.00	\$85,043.00	2	2	
SOCIAL SERVICES	SUPERVISING INTEGRATED CASE WORKER	72	\$66,594.00	\$80,945.00	1	1	
SOCIAL SERVICES	SOCIAL WORKER IV	71	\$64,969.00	\$78,971.00	2	2	
SOCIAL SERVICES	INTEGRATED CASE WORKER I/II	64	\$54,657.00	\$66,435.00	3	3	
SOCIAL SERVICES	ELIGIBILITY SPECIALIST III	63	\$53,323.00	\$64,815.00	1	1	
SOCIAL SERVICES	FISCAL TECHNICAL SPECIALIST IV	63	\$53,323.00	\$64,815.00	1	1	
SOCIAL SERVICES	SENIOR SERVICES MANAGER	63	\$53,323.00	\$64,815.00	1	1	
SOCIAL SERVICES	SOCIAL WORKER I	63	\$53,323.00	\$64,815.00	2	2	
SOCIAL SERVICES	ELIGIBILITY SPECIALIST TRAINEE/I/II	59	\$48,308.00	\$58,719.00	3	3	
SOCIAL SERVICES	FISCAL TECHNICAL SPECIALIST III	59	\$48,308.00	\$58,719.00	1	1	
SOCIAL SERVICES	FISCAL TECHNICAL SPECIALIST II	55	\$43,765.00	\$53,197.00	2	2	
SOCIAL SERVICES	SOCIAL SERVICES AIDE	55	\$43,765.00	\$53,197.00	2	2	
SOCIAL SERVICES	FISCAL TECHNICAL SPECIALIST I	51	\$39,649.00	\$48,194.00	1	1	
SOCIAL SERVICES	SENIOR SERVICES COOK/DRIVER	45	\$34,189.00	\$41,557.00	3	2	
SOCIAL SERVICES	SENIOR SERVICES SITE ATTENDANT	n/a	\$19.98/hr		1	0.25	
					33	31.25	
<i>*Proposed changes in italics pending Board approval</i>					Total of totals:	370	328.51



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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: Board of Supervisors, sponsored by Chair Kreitz

TIME REQUIRED 10 minutes

PERSONS Chair Kreitz

SUBJECT County Wildfire Coordinators Grant

**APPEARING
BEFORE THE
BOARD**

AGENDA DESCRIPTION:

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

The CA Fire Safe Council, in partnership with CSAC and RCRC, and funded by a CAL FIRE grant are seeking county interest in receiving funds for a County Wildfire Coordinator position.

RECOMMENDED ACTION:

Discuss County interest and content of letter, if so advised, addressed to the California Fire Safe Council.

FISCAL IMPACT:

Up to \$175,000 over an 18-month period. Not included in the Recommended Budget proposed for FY 2021-2022.

CONTACT NAME: Queenie Barnard

PHONE/EMAIL: 760-932-5534 / qbarnard@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
County Wildfire Coordinators Grant Memo

History

Time	Who	Approval
6/9/2021 3:35 PM	County Counsel	Yes
6/9/2021 1:13 PM	Finance	Yes
6/10/2021 10:36 AM	County Administrative Office	Yes



CALIFORNIA FIRE SAFE COUNCIL

Date: May 17th, 2021

To: Chair, County Board of Supervisors

From: Executive Director Hedi Jalon
CA Fire Safe Council

Subj: County Wildfire Coordinators Grant

The CA Fire Safe Council, in partnership with CSAC and RCRC, and funded by a CAL FIRE grant, is writing to determine your interest in receiving a one-time 18-month grant to assist with county wildfire mitigation outreach and coordination. In support of several statewide initiatives, including the California Forest and Wildfire Resilience Action Plan, the Regional Forest and Fire Capacity Programs, and the Governor's Early Action Priorities for Wildfire, we are able to provide this grant under a specific \$6M statewide appropriation to develop, coordinate, and plan for countywide wildfire mitigation assistance as a pilot program initiative.

Counties with a higher number of disadvantaged communities along with Very High Fire Hazard Severity Zones and frequent, damaging fires will receive first priority; however all counties are being solicited for interest at this time. The funds are not sufficient to extend to all counties but we will not know the final tally until all interested counties have responded. We anticipate an ability to award approximately \$175,000 to cover an 18-month salary and support cost.

The CA Fire Safe Council's existing Regional Coordinators will work with your County Coordinator to assist their efforts, provide guidance, and help connect them with a variety of current and to-be-developed resources. The grant is lightly scoped to provide the following deliverables to the CA Fire Safe Council and CAL FIRE:

1. Coordinate among the various groups within the county that participate in wildfire mitigation and develop a census of those groups, contact points, collaboration efforts, and projects.
2. Develop tools to assist counties in outreach and coordination efforts such as group formation, funding plans, governance structures, and state/regional/local planning efforts.
3. Provide comprehensive Final Report summarizing the County Wildfire Outreach and Coordination Plans, key issues, success outcomes and gaps, and recommendations.

We anticipate that there will be plenty of additional time available to the County Coordinator to conduct local outreach, write grants, conduct administrative work, attend meetings, coordinate volunteers, or otherwise support your current efforts as needed for your county. We also recognize that there are differing models for building wildfire prevention, preparedness, outreach, and resiliency programs – for example, if you do not have a countywide Fire Safe Council, you may choose to develop one or work with other organizations that focus on community wildfire hardening and resiliency strategies.

May 17, 2021



CALIFORNIA FIRE SAFE COUNCIL

We also can direct these funds at your request to any non-profit or other public agency within your county at your request. Whatever agency receives the funds will be required to be a sub-award applicant and will have to provide the records for grant expenditures and salary payment. We do not anticipate an onerous degree of record-keeping, but there will be some and there will be deliverables and quarterly progress reports along with workshop attendance occasionally and check-ins.

It is possible that these funds will be supplemented and more counties will be able to participate and/or that these funds will be funded for a longer period of time than the initial 18-month pilot. We cannot guarantee that at this time but we are advocating for that consideration at the state level.

We anticipate holding a County Supervisor workshop for interested counties in mid-June in concert with CSAC and RCRC. Please respond to this letter through your organizational affiliations via email at:

RCRC - Staci Heaton at sheaton@rcrcnet.org

CSAC - Catharine Freeman at cfreeman@counties.org

CFSC - Amber Gardner at agardner@cafiresafecouncil.org

Please include the point of contact for the Board of Supervisors and your designated fire safety organization should you wish us to contact them directly with this invitation.

A handwritten signature in black ink, appearing to read "Hedi Jalon".

Hedi Jalon
Executive Director
CA Fire Safe Council

Cc: Co-Chairs CFSC Bob Roper and Kate Dargan
CFSC Board Members
RCRC/Staci Heaton
CSAC/Catherine Freeman
RFFC/Ke'alli Bright
CAL FIRE/Steve Hawks
Forest and Wildfire Task Force/Patrick Wright

May 17, 2021



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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: CAO, Public Health

TIME REQUIRED 30 minutes

**PERSONS
APPEARING
BEFORE THE
BOARD**

Robert C. Lawton, CAO, Bryan
Wheeler, Public Health Director

SUBJECT COVID-19 (Coronavirus) Update

AGENDA DESCRIPTION:

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

Update on Countywide response and planning related to the COVID-19 pandemic. Discussion of planning for changes to County operations as the State moves into its "Beyond the Blueprint" stage, including, but not limited to: status of emergency declarations; returning to in-person County meetings; returning remote employees to work.

RECOMMENDED ACTION:

None, informational only.

FISCAL IMPACT:

None.

CONTACT NAME: Robert C. Lawton

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

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

<p>Click to download</p> <p>No Attachments Available</p>
--

History

Time	Who	Approval
6/9/2021 3:45 PM	County Counsel	Yes
6/2/2021 9:38 AM	Finance	Yes
6/10/2021 10:36 AM	County Administrative Office	Yes



OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: Mountain View Fire Emergency Operations Center

TIME REQUIRED 10 minutes

PERSONS APPEARING BEFORE THE BOARD Justin Nalder, EOC Director

SUBJECT Mountain View Fire Update and
Review of Emergency Declarations

AGENDA DESCRIPTION:

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

Review of continuing need for Board of Supervisor's November 17, 2020, Declaration of Local Emergency of and Mono County Health Officer's November 19, 2020, Declaration of Local Health Emergency for the Mountain View Fire.

RECOMMENDED ACTION:

- 1) Hear report from Incident Command and involved staff regarding status of Mountain View Fire response and recovery efforts.
- 2) Find that there is a need to continue the local state of emergency declared on November 17, 2020 and/or the local health emergency declared on November 19, 2020 (ratified by the Board on November 24, 2020).

FISCAL IMPACT:

Continuation of the declared emergencies continues the County's eligibility for state disaster fiscal assistance.

CONTACT NAME: Stacey Simon

PHONE/EMAIL: x1704 / ssimon@mono.ca.gov

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Staff Report
<input type="checkbox"/> Board Declaration of Emergency
<input type="checkbox"/> Health Officer Declaration
<input type="checkbox"/> Board Ratification of Health Emergency

History**Time**

6/8/2021 4:27 PM

6/9/2021 11:34 AM

6/10/2021 10:46 AM

Who

County Counsel

Finance

County Administrative Office

Approval

Yes

Yes

Yes

County Counsel
Stacey Simon

**OFFICE OF THE
COUNTY COUNSEL**

Telephone
760-924-1700

Assistant County Counsels
Christian E. Milovich
Anne L. Frievault

Mono County
South County Offices
P.O. BOX 2415

Facsimile
760-924-1701

Deputy County Counsel
Emily Fox

MAMMOTH LAKES, CALIFORNIA 93546

Paralegal/Office Manager
Kevin Moss

To: Board of Supervisors

From: Stacey Simon

Date: June 15, 2021

Re: Review of Emergency Declarations – Mountain View Fire

Recommended Action

Review need for continuing local emergency declared by the Board of Supervisors on November 17, 2020, and for continuing the local health emergency declared by the Mono County Health Officer on November 19, 2020, (ratified by the Board of Supervisors on November 24, 2020).

Determine that the need for continuing the declarations of emergency continues to exist or determine that need no longer exists and terminate one or both declarations.

Strategic Plan Focus Areas Met

- Economic Base Infrastructure Public Safety
 Environmental Sustainability Mono Best Place to Work

Discussion

On November 17, 2020, a fire broke out in the Community of Walker (the “Mountain View Fire”) in the midst of a hurricane-force wind event. More than 140 structures were destroyed, including 74 homes. On that date, by emergency action, the Board of Supervisors declared a state of local emergency under the California Emergency Services Act (CESA) (Cal. Gov’t Code § 8630). On November 19, 2020, the Governor of the State of California also proclaimed a State of Emergency under CESA, and the Mono County Health Officer declared a local health emergency under Health and Safety Code § 101080, related to the presence of hazardous and toxic materials associated with fire debris. The Board of Supervisors ratified the Health Officer’s declaration on November 24, 2020.

Under the CESA, the Board must review the need for continuing the local emergency at least once every 60 days until it terminates the emergency. Under Health and Safety Code § 101080, the Board must review the need for continuing the local health emergency at least once every 30 days. Under both provisions, the Board must terminate the local emergency at the earliest possible date that conditions warrant.

This item is on the Board's agenda for a review of the conditions necessitating the declarations of emergency as follows:

1. Declaration of Local Health Emergency

A local health emergency exists under § 101080 when an area is affected by release or escape of hazardous waste which is an imminent threat to the public health or imminent and proximate threat of the introduction of any contagious, infectious, or communicable disease, chemical agent, noncommunicable biologic agent, toxin, or radioactive agent.

The potential for widespread toxic exposures and threats to public health and the environment exists in the aftermath of a major wildfire disaster. Debris and ash from residential structure fires contain hazardous substances and the health effects of hazardous substances releases after a wildfire are well-documented.

The combustion of building materials such as siding, roofing tiles, and insulation result in dangerous ash that may contain asbestos, heavy metals, and other hazardous materials. Household hazardous waste such as paint, gasoline, cleaning products, pesticides, compressed gas cylinders, and chemicals that have been stored in homes, garages, or sheds also produce hazardous materials when burned.

Exposure to hazardous substances may lead to acute and chronic health effects, long-term public health and environmental impacts. Uncontrolled hazardous materials and debris pose significant threats to public health through inhalation of dust particles and contamination of drinking water supplies. Improper handling can expose workers to toxic materials, and improper transport and disposal of fire debris can spread hazardous substances throughout the community

As of this date, hazardous debris removal associated with the Mountain View Fire is not complete and conditions warranting the continuation of the declared health emergency continue to exist.

2. Declaration of Local Emergency

A local emergency exists under subdivision (c) of section 8558 of the CESA when conditions exist of disaster or of extreme peril to the safety of persons and property caused by fire, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of the local government and require the combined forces of other entities to combat.

As noted above, debris removal and other remediation of the events of November 17-18 is ongoing. These activities require the combined forces of Mono County, CalOES and other entities to combat.

Attachments:

November 17, 2020 Board Declaration

November 19, 2020 Health Officer Declaration

November 24, 2020 Board Ratification of Health Officer Declaration



R20-101

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS DECLARING
A LOCAL EMERGENCY DUE TO SEVERE WILDFIRE IN THE ANTELOPE
VALLEY AREA CAUSED BY THE MOUNTAIN VIEW FIRE**

WHEREAS, today, November 17, 2020, during a severe wind event, a fast-moving fire erupted in the Antelope Valley in Northern Mono County (the “Mountain View Fire”); and

WHEREAS, by 4:00, the fire had destroyed structures and homes and taken at least one life; evacuations are ongoing, and animals have been let free; and

WHEREAS, the Board has determined that conditions of disaster and extreme peril exist which are beyond the control of the normal protective services, personnel, equipment, and facilities within the County of Mono;

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of the County of Mono, State of California, does hereby declare a state of emergency as a result of the Mountain View Fire in Northern Mono County, based on the findings stated above and other information presented to it during its meeting of today’s date.

BE IT FURTHER RESOLVED THAT consideration for a U.S. Small Business Administration Disaster Declaration for Individual Assistance and funding through the California Disaster Assistance Act, in addition to any and all recovery assistance the State of California can provide, are requested to respond to the emergency herein described, including as necessary to respond to such eligible damages resulting from the emergency which may later be discovered.

PASSED, APPROVED and ADOPTED this 17th day of November 2020, by the following vote, to wit:

AYES: Supervisors Corless, Gardner, Kreitz, Peters, and Stump.

NOES: None.

ABSENT: None.

ABSTAIN: None.

Stacy Corless, Chair
Mono County Board of Supervisors

ATTEST:

Queenie Barnard (Nov 18, 2020 12:25 PST)

Clerk of the Board

APPROVED AS TO FORM:

Stacey Simpson (Nov 18, 2020 12:40 PST)

County Counsel



MONO COUNTY HEALTH DEPARTMENT

LOCAL PUBLIC HEALTH ORDER

P.O. BOX 3329, MAMMOTH LAKES, CA 93546 • PHONE (760) 924-1830 • FAX (760) 924-1831

**EMERGENCY ORDER OF THE MONO COUNTY HEALTH OFFICER
DECLARING A LOCAL HEALTH EMERGENCY DUE TO THE
MOUNTAIN VIEW FIRE; LIMITING RE-ENTRY TO AFFECTED AREAS TO
PROTECT PUBLIC HEALTH AND SAFETY; AND PROHIBITING ENDANGERMENT
OF THE COMMUNITY THROUGH THE UNSAFE REMOVAL,
TRANSPORT, AND DISPOSAL OF FIRE DEBRIS**

WHEREAS, the Mono County Board of Supervisors proclaimed a local state of emergency on November 17, 2020, and the Governor issued a Proclamation of a State of Emergency on November 19, 2020, due to conditions of extreme peril caused by the Mountain View Fire, which destroyed 96 homes and damaged various other structures, including Mono County's solid waste transfer station, in the Walker area of Mono County; and

WHEREAS the potential for widespread toxic exposures and threats to public health and the environment exists in the aftermath of a major wildfire disaster. Debris and ash from residential structure fires contain hazardous substances and the health effects of hazardous substances releases after a wildfire are well-documented; and

WHEREAS, the combustion of building materials such as siding, roofing tiles, and insulation result in dangerous ash that may contain asbestos, heavy metals, and other hazardous materials. Wells may be contaminated and require chlorination following a period of power outages. Household hazardous waste such as paint, gasoline, cleaning products, pesticides, compressed gas cylinders, and chemicals may have been stored in homes, garages, or sheds that may have burned in the fire, also producing hazardous materials; and

WHEREAS, exposure to hazardous substances may lead to acute and chronic health effects, and may cause long-term public health and environmental impacts. Uncontrolled hazardous materials and debris pose significant threats to public health through inhalation of dust particles and contamination of drinking water supplies. Improper handling can expose workers to toxic materials, and improper transport and disposal of fire debris can spread hazardous substances throughout the community, and

WHEREAS, areas affected by the fire were evacuated by Incident Command, and reentry by residents and the public for safety reasons must be regulated until such time as hazardous materials inspection and removal is conducted; and

WHEREAS, California Health and Safety Code section 101080 authorizes the local health officer to declare a local health emergency in areas affected by release or escape of hazardous waste which is an imminent threat to the public health or imminent and proximate threat of the introduction of any contagious, infectious, or communicable disease, chemical agent, noncommunicable biologic agent, toxin, or radioactive agent; and

WHEREAS, Health and Safety Code section 101040 further authorizes the Health Officer to issue orders to protect public health and safety in the context of a local emergency; and

WHEREAS, the Mono County Health Officer finds that the Mountain View Fire has created conditions hazardous to public health and safety in the form of contaminated debris from household hazardous waste/materials and structural debris, which poses a substantial threat to human health and the environment unless its removal and disposal is performed in a manner that protects the public health and safety.

NOW THEREFORE, the Mono County Health Officer **DECLARES** and **ORDERS** as follows:

1. Pursuant to California Health and Safety Code sections 101040 and 101080, a local health emergency exists in Mono County due to debris resulting from the Mountain View Fire being or containing hazardous materials and the imminent and proximate threat of release thereof, which are public health hazards and immediate threats to the public health and safety.
2. Effective immediately and continuing until it is extended, rescinded, superseded, or amended in writing by the Public Health Officer, this Order continues existing closures and prohibits re-entry into specified areas affected by the Mountain View Fire as shown in Exhibit A (“Current Evacuation Area (11/19/20)”), which is attached to this Order and incorporated by this reference, until such time as those areas can be assessed for hazards and, where necessary, remediated.
3. Upon notification by the County of Mono’s Building and Environmental Health Divisions that additional areas or premises are safe to re-enter, the Health Officer may replace Exhibit A, without otherwise modifying this Order, by posting and distributing a revised map labeled “Current Evacuation Area” with the date of such revision and a reference to this Order.
4. In coordination with local law enforcement, re-entry for the limited purpose of retrieving possessions may be allowed, provided no hazards have been identified on the property being accessed.
5. Regardless of when re-entry occurs, no cleanup activities of burned structures or other construction activities shall commence without the prior written authorization of the County

of Mono's Building and Environmental Health Divisions and in compliance with adopted cleanup standards and construction safety guidelines.

6. Pending the enactment of additional requirements to address the Mountain View Fire disaster clean up, no debris bins shall be provided to property owners for the purposes of the removal of fire debris without the authorization of the Mono County Public Health Department – Environmental Health Division.
7. Pending the enactment of additional requirements to address the Mountain View Fire disaster clean up, property owners choosing not to participate in a State Fire Debris Clearance Program, if one is established in Mono County, must register with and obtain the permission of the Mono County Public Health Department – Environmental Health Division, before beginning the removal of fire debris and conduct their private debris removal, transport, and disposal in a manner that does not endanger the community.
8. No one shall temporarily occupy or camp on private property unless and until standards for such temporary occupancy are approved by the Mono County Building and Environmental Health Divisions, (and the Board of Supervisors if required under County or State law).

IT IS FURTHER DECLARED, pursuant to California Health and Safety Code section 101080, that the local health emergency created and presented by the Mountain View Fire shall not remain in effect for a period in excess of seven (7) days unless it has been ratified by the Mono County Board of Supervisors and shall be reviewed by the Board of Supervisors at least every 14 days until the local health emergency is terminated.

IT IS SO ORDERED:

Date: November 19, 2020

Thomas Boo, MD

Dr. Tom Boo
Mono County Public Health Officer

EXHIBIT A
CURRENT EVACUATION AREA (11/19/20)

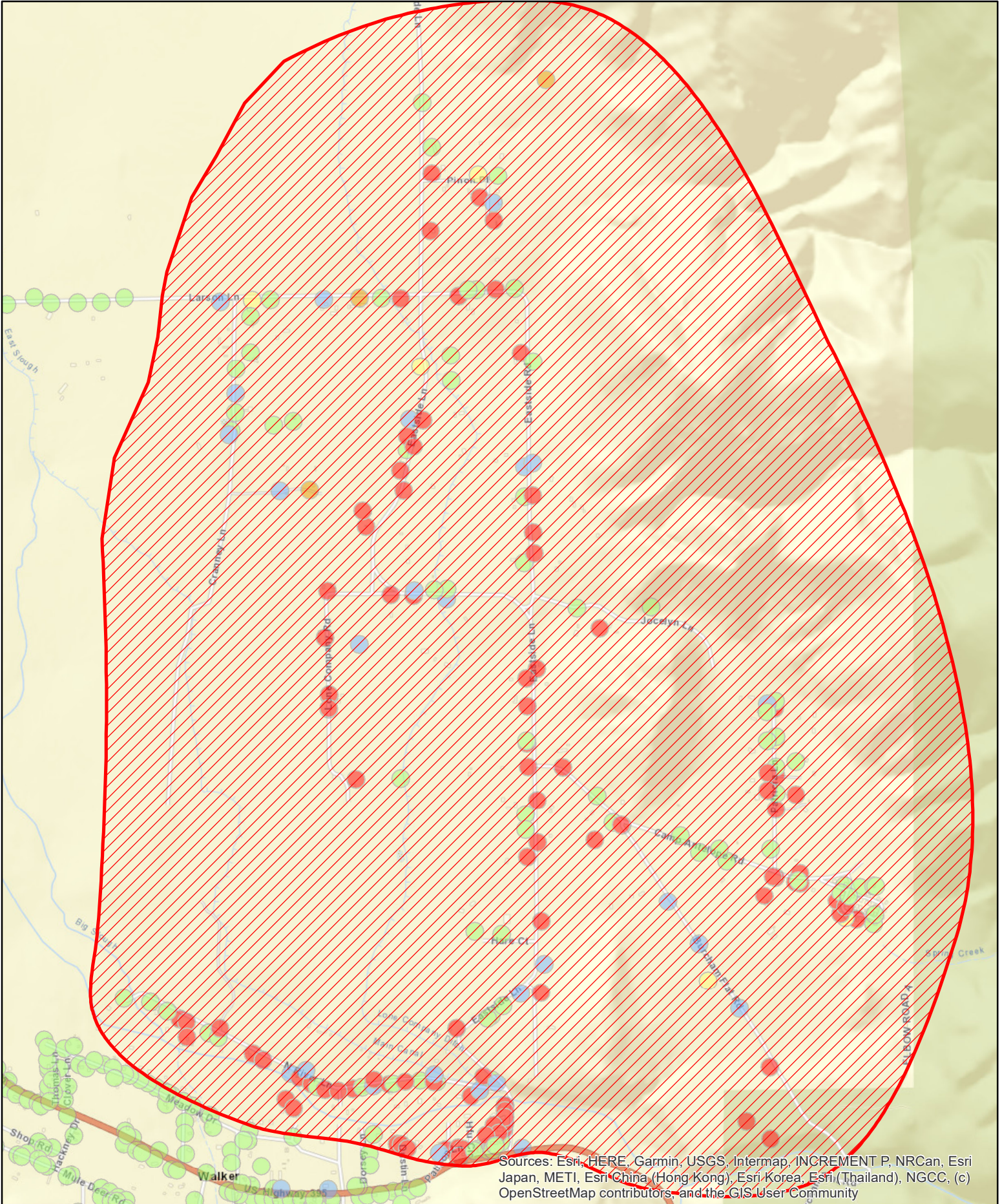


CURRENT EVACUATION AREA

As of 11/19/2020 - 10:45a

For updates visit

<https://on.mono.ca.gov/mountainviewfire>



Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community



R20-102

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS
RATIFYING PROCLAMATION OF LOCAL HEALTH
DUE TO THE PRESENCE OF TOXIC AND HAZARDOUS DEBRIS
RESULTING FROM THE MOUNTAIN VIEW FIRE IN WALKER**

WHEREAS, the Local Health Officer did, on the 19th day of November, 2020, declare a local public health emergency in the County of Mono as a result of the Mountain View Fire, a fast-moving and devastating blaze which began on November 17, 2020, and burned more than 140 structures, including 74 homes which were completely destroyed and an additional 2 homes which were damaged, in the community of Walker, California; and

WHEREAS, the Health Officer declaration, which is hereby incorporated by this reference, included a restriction on re-entry into areas affected by the fire in order to protect the public from toxic and hazardous materials typically present following a fire that burns residential or commercial structures. The order also included guidance and restrictions for safe debris removal, transport and disposal; and

WHEREAS, the Mono County Building and Environmental Health Departments, with support, expertise and resources provided by the California Office of Emergency Services (CalOES), thereafter assessed the fire-damaged areas and a plan was made to allow residents to commence safely re-entering the area on November 22, 2020. The Health Officer therefore issued a revised order on that date allowing for controlled re-entry, but continuing the prior restrictions on debris removal, transport and disposal; and

WHEREAS, the continuation of these restrictions, as well as the continued assistance and resources of CalOES and others with expertise in remediating fire damage, remain necessary in order to protect public health, safety and the environment and are required for a safe and effective response to the conditions of disaster and extreme peril resulting from the Mountain View Fire, which is beyond the control of the normal protective services, personnel, equipment, and facilities within the County of Mono;

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of the County of Mono, State of California, adopts the above findings and does hereby ratify the aforementioned proclamation of local health emergency and declares a continued state of local health emergency in the County which is beyond the control of the normal protective services, personnel, equipment and facilities within the County, as a result of the Mountain View Fire.

1 **BE IT FURTHER RESOLVED THAT** consideration for a U.S. Small Business
2 Administration Disaster Declaration for Individual Assistance and funding through the California
3 Disaster Assistance Act, in addition to any and all recovery assistance the State of California can
4 provide, are requested to respond to the emergency herein described, including as necessary to
5 respond to such eligible damages resulting from the emergency which may later be discovered.

6 **PASSED, APPROVED and ADOPTED** this 24th day of November, 2020, by the
7 following vote, to wit:

8 **AYES:** Supervisors Corless, Gardner, Kreitz, Peters, and Stump.

9 **NOES:** None.

10 **ABSENT:** None.

11 **ABSTAIN:** None.

12 

13 _____
14 Stacy Corless, Chair
15 Mono County Board of Supervisors

16 **ATTEST:**

16 **APPROVED AS TO FORM:**

17 
18 _____
19 Queenie Barnard (Nov 24, 2020 12:57 PST)
20 Clerk of the Board

17 
18 _____
19 Stacey Simon (Nov 24, 2020 13:14 PST)
20 County Counsel



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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: CAO, Board of Supervisors

TIME REQUIRED 20 minutes

**PERSONS
APPEARING
BEFORE THE
BOARD**

Robin Roberts, Behavioral Health
Director

SUBJECT Justice, Equity, Diversity, and
Inclusion (JEDI) Update

AGENDA DESCRIPTION:

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

Update on the proposed Justice, Equity, Diversity, and Inclusion (JEDI) training plan.

RECOMMENDED ACTION:

Receive update on the proposed JEDI training plan. Provide staff direction.

FISCAL IMPACT:

No fiscal impact anticipated at this time. The FY 2021-2022 budget includes funding for the implementation of the Justice, Equity, Diversity, and Inclusion (JEDI) Commission, training program.

CONTACT NAME:

PHONE/EMAIL: /

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Staff Report
Three Phase Strategy
Resolution

History

Time	Who	Approval
6/9/2021 10:21 AM	County Counsel	Yes
6/9/2021 11:35 AM	Finance	Yes
6/10/2021 10:36 AM	County Administrative Office	Yes



COUNTY OF MONO

P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517
(760) 932-5410 • FAX (760) 932-5411

Robert C. Lawton
County Administrative Officer

John Craig
Assistant County Administrator

Date: June 15, 2021

To: Honorable Board of Supervisors

From: Robin Roberts, Behavioral Health Director
Bob Lawton, CAO
Supervisor Bob Gardner
Supervisor Stacy Corless

Re: Update on the Justice, Equity, Diversity, and Inclusion (JEDI) program

RECOMMENDATION:

Receive update on the proposed JEDI training plan. Provide staff direction.

FISCAL IMPACT:

No fiscal impact anticipated at this time. The FY 2021-2022 budget includes funding for the implementation of the Justice, Equity, Diversity, and Inclusion (JEDI) Commission, training program.

DISCUSSION:

Since the last update in March, the county JEDI working group has been meeting with Dr. Rita Cameron Wedding to further refine the "Three-Phase Strategy for Building an Infrastructure for Race Equity." The strategy focuses initially on implicit bias training for county staff and using Dr. Cameron Wedding's "Racial Impact Assessment Tool" to examine county practices through a racial equity lens, with the ultimate goal of improving county service delivery and quality of life for county residents.

Dr. Cameron Wedding will lead the year-long training program as a consultant. Mono County Behavioral Health Director Robin Roberts will serve as the staff coordinator for the JEDI working group, taking over that role from special projects coordinator Dave Wilbrecht. The JEDI working group will continue to meet regularly; participation from all county departments in the working group and training will be key in achieving the program's goals and fulfilling the objectives of the Board of Supervisors Resolution R20-93, Recognizing Racism as a Public Health Crisis and Affirming Mono County's Commitment to Building Racial Equity and Reducing Disparity.

The first staff training is set for June 24, and the three-phase strategy will be implemented over the next year.

BACKGROUND ON DR. CAMERON WEDDING:

Dr. Cameron Wedding was the Women's Studies Department Chair at Sacramento State University for 23 years and is currently a professor in the departments of Women's Studies and Ethnic Studies.

As a faculty for the National Council of Juvenile and Family Court Judges (NCJFCJ), she has trained judges at court improvement initiatives in over 40 states.

Dr. Cameron Wedding's curriculum Implicit Bias: Impact on Decision-Making, has been used to train judges, public defenders, practitioners in child welfare, juvenile justice, law enforcement, and education in jurisdictions throughout the United States since 2005.

Dr. Cameron Wedding has conducted implicit bias Train the Trainer Institutes, webinars, and curriculum development in numerous agencies and states throughout the country. Dr. Cameron Wedding's work includes trainings and keynotes on implicit bias for many organizations across the U.S. and the world, including:

- Texas New Judges College
- National Association of Children's Counsel
- Family Court of the Superior Court of the District of Columbia
- Child Abuse and Neglect Institutes in Reno, Louisville, and Atlanta
- New York State Judicial Institute
- Superior Court Judges in Hawaii and Illinois
- Michigan Judges Association

Dr. Cameron Wedding is a presenter for Georgetown University's Center for Juvenile Justice and Reform Conference. She serves on the governing board of Global Majority, an organization dedicated to peace and conflict resolution throughout the world.

Dr. Cameron Wedding is currently developing security officer train-the-trainer curriculum to be taught in various parts of the world for a multi-national technology company.

Attachments:

Three Phase Strategy-Building an Infrastructure for Race Equity in Mono County
Resolution R20-93

Three Phase Strategy-Building an Infrastructure for Race Equity in Mono County

Phase 1: Introduction to Implicit Bias Training

Phase 1 training is designed to focus on the relationship between systemic and individual racism and discrimination. The term systemic racism refers to “system” effects but all departments, e.g., social services, child support, behavioral health, law enforcement or education, are composed of people, including law-makers and individuals working within departments, who make decisions-at every decision-point within and across systems. As these systems reproduce the same outcomes due to shared acceptance of stereotypes, implicit biases, microaggressions and outcomes at previous decision-points, these systems will produce identical outcomes...or systemic racism. If we don't have the ability to self-assess we are complicit in promoting systemic racism. If we recognize and utilize intervention strategies at our respective decision-points within departments or larger bodies of decision-making, systemic racism could be mitigated. **-and collectively, we as individuals can be the vaccine to end systemic racism-**

Introduction to Racial Impact Assessment tool. Discretionary decision-making presumed to be based on facts, not bias, can impact outcomes in decision-making without anyone noticing. In order to intervene against biases, patterns of bias have to be identified. In this introduction to the Racial Impact Assessment, participants will learn how to identify biases within key departments within the county, e.g., education, law enforcement, public health etc.

The introduction to the Racial Impact Assessment will teach participants how to identify internal policies and procedures of key departments and services, utilizing a Racial Impact Assessment tool to identify and assess biases embedded in the application of policies and their effects on service delivery, outcomes and potential systemic racism. This tool will help participants identify biases within and between systems.

Racial Impact Assessment will allow participants to explore the following:

1. Describe the law, policy or practice you are assessing.
2. What conclusions can you draw about the racial impact of the race and ethnic disparities associated with this law/policy or practice?
3. At which decision points do the disparities occur?
4. Are there any identifiable or observable behaviors that reflect racial bias?
5. What is the stated intent of the law or policy?
6. How can policies/practices that appears to be race neutral on the surface be enforced in ways that result in a racial impact?
7. What are some examples of a racial impact?

Phase 1B: To expand knowledge of implicit Bias

Facilitated Book Club

Participants will independently attend/listen to podcasts; Ted Talks; Webinars

Participants will read selected readings from bibliography.

Follow-up reports from REI meeting participants

Begin 21-day equity challenge

Phase 2: Advanced Train-the-Trainers (Resource Experts, Trainers, Facilitators)

This course is designed for participants who completed Phase 1 training.

This course will include discussions of issues covered during the “inter-session”, e.g., readings etc.

This course will include advanced implicit bias training to reinforce the objectives of Phase 1.

Introduce Discussion of the 3 focus areas, e.g., resource experts, trainers, facilitators.

In addition, participants will conduct an advanced Racial Impact Assessment (RIA) to help them identify and locate disparities in public systems, and in particular disparities in service delivery.

In addition to learning how to deliver implicit bias training, **participants will demonstrate how to facilitate and conduct a racial impact assessment to explore in-depth, racial discrepancies in the interpretation, enforcement and application of laws, policies and practices at a particular decision-point (statewide, county) or within an agency/department.**

More specific and tighter

Phase 2 A: Advanced Train-the-Trainers

In Phase 2 participants will learn more in-depth concepts related to systemic racism and strategies to teach implicit bias.

Phase 2 B: This advanced leadership and implicit bias training is designed to identify and mitigate biases in existing programs; and support system partners in identifying service delivery gaps by conducting an advanced racial impact assessment.

Advance Racial Impact Assessment tool will explore:

- How racially coded language as it appears legal documents, leases, rental agreements, personnel documents, medical records, court reports, citations or affidavits.
- How implicit bias can inform “overrides”, risk assessment instruments or decisions school suspensions or expulsions or practices such as mug shots (within agencies, e.g., schools and social services).
- How language is racially coded, e.g., terms like refused services, willful defiance, non-compliant are racially coded or descriptions like poor parenting practices.
- How the wording in court reports and affidavits can result in ambiguous charges of delinquency and criminality; or assessments of mental health.
- How bias at one decision-point contributes to bias at subsequent decision-points
- How bias can affect how agency policies and laws are applied at all decision points within the department. (identify and redefined goals)

Phase 3

Phase 3 will be provided a standardized curriculum that can be used to support training, resource and facilitation activities. This phase supports the development and expertise of participants as trainers, resource experts and facilitators. This will result in Mono County having intervention tools and strategies operationalized throughout the County.

Completion of Phase 3 will support the development of the following skills:

1. Resource Experts: develop and update bibliographies, identify online trainings, podcasts etc.; help departments conduct need assessments for implicit bias interventions and identify resources to support ongoing efforts.
2. Trainers: to provide implicit bias training e.g., onboarding Commissioners and training department staff and administrators; identifying biases and the effects of biases at key decision-points within departments.
3. Facilitators: facilitators will be trained to lead difficult conversations; to conduct training and Racial Impact Assessments for departments, helping departments identify and modify policies that reflect biases.

Present capstones presentations in 3 areas: resource services, training, facilitation.

Phase 3B: Formation of the JEDI Commission- (October-January) supports the planning and implementation needed to form the JEDI Commission, identify partnerships and key stakeholders needed to establish the JEDI Commission. Using the Racial Impact Assessment tool, recommend strategies to fill the gaps to achieve the goals of the JEDI Commission.

1. Work with the BOS to develop a workplan to establish the Justice, Equity, Diversity, and Inclusion (JEDI) Commission.
2. Determine the scope of work and timeline for the JEDI Commission
3. Support the BOS in identifying criteria for service on the Commission, e.g., prioritizing departments and programs that have the greatest impact on public health.
4. Clarify the goals and objectives of the Commission
5. Identify individual and departmental representation across the county
6. Identify commission recruitment strategies
7. Formation of Commission and seating board members



R20-93

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS
RECOGNIZING RACISM AS A PUBLIC HEALTH CRISIS AND
AFFIRMING MONO COUNTY’S COMMITMENT TO BUILDING
RACIAL EQUITY AND REDUCING DISPARITY**

WHEREAS, throughout our nation’s history, institutional and structural racism and injustice have led to deep and persistent racial disparities across all sectors and have had lasting negative consequences for Mono County; and

WHEREAS, racism results in the structuring of opportunity and assigning of value based solely on skin color and other physical characteristics, which unfairly disadvantages some individuals and communities while providing systemic advantages to other individuals and communities, therefore preventing societies as a whole from achieving their full potential; and

WHEREAS, numerous studies have shown that institutional and structural racism is the root cause of health disparities and social inequities that impact many aspects of life, including housing, education, employment and the economy, public safety and criminal justice, and physical and mental health; and

WHEREAS, Mono County is the current and ancestral homelands of indigenous people, and racist laws, practices, and historic violence have led to the displacement, and in many cases, the death, of indigenous peoples, the suppression of indigenous cultures, languages, and spirituality, and inequities in socioeconomic opportunities and health; and

WHEREAS, the COVID-19 pandemic has disproportionately impacted Latinx residents of Mono County; and

WHEREAS, the May 25, 2020 killing of George Floyd, along with other incidents of police violence, sparked a nationwide movement to address racism and disparity in law enforcement that both the Board of Supervisors and Mono County Sheriff’s Office recognize as legitimate; and

WHEREAS, there is a relationship between health and economic disparities, and thus racism, and global climate change because persons with limited resources are disproportionately affected by extreme weather and deteriorating environmental quality; and

1 **WHEREAS**, on September 15, the Mono County Board of Supervisors, during a
2 presentation titled “Moving Towards Equity,” affirmed the need to recognize racial disparity and
3 to work for equity in county government and our communities.

4 **NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of the County
5 of Mono affirms that racism is a public and mental health crisis that results in disparities in
6 family stability, health and mental wellness, education, employment, economic development,
7 public safety, criminal justice, and housing.

8 **BE IT FURTHER RESOLVED**, that the Mono County Board of Supervisors finds that
9 racism is a public health crisis affecting our entire society, and the Board wishes to assess
10 internal policies and procedures to ensure racial equity is a core element of the County; and

11 **BE IT FURTHER RESOLVED**, that the following actions result from these
12 declarations:

- 13 • The County Administrative Officer and County staff are directed to develop a workplan
14 that includes committing adequate financial resources toward Justice, Equity, Diversity,
15 and Inclusion work, the formation of a Justice, Equity, Diversity, and Inclusion (JEDI)
16 Commission that would guide this effort, recognizing that the burden of education and
17 transformation must not be placed solely on communities of color.
- 18 • Consider County membership in the Government Alliance on Race and Equity (GARE),
19 which is a national network of local government agencies working to achieve racial
20 equity and advance opportunities for all. Membership could include contracting with
21 GARE for training and consulting.
- 22 • Participate in regularly scheduled trainings for the Board of Supervisors and other
23 elected officials, county staff and the public on topics including workplace biases and
24 how to mitigate them, and understanding racism; these trainings should be meaningful,
25 thoughtful, and data-driven education efforts aimed at understanding, addressing, and
26 dismantling racism, and how racism affects public health, family stability, housing, early
27 education, economic development, public safety, and the delivery of human services.
- 28 • Collaborate with the County’s law and justice agencies, NGOs, partner organizations
29 and the community to ensure public confidence that public safety is administered
30 equitably by supporting the Community Advisory Committee recently established by
31 Mono County Sheriff’s Office.
- 32 • Study and evaluate existing County policies and practices through a lens of racial equity
to promote and support policies that prioritize health in an equitable way, especially for
people of color, by mitigating exposure to adverse childhood experiences (ACES) and
promoting healthy, resilient communities.

- 1 • Identify specific activities to enhance diversity within the County Government
2 workforce.
- 3 • Support local, regional, state, and federal initiatives that advance efforts to dismantle
4 systemic racism and reduce inequity.
- 5 • Encourage community participation in efforts to amplify issues of racism and engaging
6 actively and authentically with communities of color throughout the County.
- 7 • Invite other local government agencies, NGOs, and partner organizations in the region
8 to also adopt resolutions affirming that racism is a public health crisis and to work
9 together toward equity.
- 10 • Report back to the board and community starting in January 2021 on these activities,
11 including the formation and seating of the JEDI Commission and a midyear budget
12 adjustment to reflect funding commitment.

13
14 **PASSED, APPROVED and ADOPTED** this 13th day of October 2020, by the
15 following vote, to wit:

16 **AYES:** Supervisors Corless, Gardner, Kreitz, Peters, and Stump.

17 **NOES:** None.

18 **ABSENT:** None.

19 **ABSTAIN:** None.

20
21 

22 Stacy Corless, Chair
23 Mono County Board of Supervisors

24 **ATTEST:**

25 
26 Queenie Barnard (Oct 19, 2020 08:44 PDT)

27 Clerk of the Board

24 **APPROVED AS TO FORM:**

25 
26 Stacey Simon (Oct 19, 2020 08:52 PDT)

27 County Counsel



OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

Departments: Behavioral Health

TIME REQUIRED 40 minutes (20 minute presentation,
20 minute discussion)

**PERSONS
APPEARING
BEFORE THE
BOARD**

Amanda Greenberg, Program
Manager, Robin Roberts, Behavioral
Health Director

SUBJECT Mono County Behavioral Health FY
2020-2023 Mental Health Services
Act Three-Year Plan and FY 2021-
2022 Annual Update

AGENDA DESCRIPTION:

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

Presentation by Amanda Greenberg regarding the Mono County Behavioral Health FY 2020-2023 Mental Health Services Act Three-Year Plan and FY 2021-2022 Annual Update.

RECOMMENDED ACTION:

- 1) Receive staff presentation on Three-Year Plan and Annual Update;
- 2) Review and approve Three-Year Plan and Annual Update;
- 3) Provide any other direction to staff.

FISCAL IMPACT:

The MHSA FY 2020-2023 Three-Year Plan and 2021-2022 Annual Update outlines the expenditure from FY 2020-2021 and plans to spend approximately \$5,500,000 of funding from the Mental Health Services Act over the next two years, plus a one-time expenditure of \$1,500,000 housing project funds. MCBH anticipates that it will realize increased Medi-Cal revenues by FY 2022-2023 that will also help offset some MHSA costs.

CONTACT NAME: Amanda Greenberg

PHONE/EMAIL: 7609241754 / agreenberg@mono.ca.gov

SEND COPIES TO:

Amanda Greenberg

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

[Click to download](#)

[Staff Report](#)

History

Time	Who	Approval
6/2/2021 10:45 AM	County Counsel	Yes
6/8/2021 3:13 PM	Finance	Yes
6/10/2021 10:46 AM	County Administrative Office	Yes



MONO COUNTY BEHAVIORAL HEALTH DEPARTMENT

COUNTY OF MONO

P. O. BOX 2619 MAMMOTH LAKES, CA 93546 (760) 924-1740 FAX: (760) 924-1741

TO: Mono County Board of Supervisors

FROM: Amanda Greenberg, Mono County Behavioral Health Program Manager

DATE: May 28, 2021

SUBJECT:

Mono County Behavioral Health FY 2020-2023 Mental Health Services Act Three-Year Plan and FY 2021-2022 Annual Update

RECOMMENDED ACTION:

(1) Receive staff presentation on Three-Year Plan and Annual Update; (2) review and approve Three-Year Plan and Annual Update; and (3) provide any other direction to staff.

DISCUSSION:

The Mental Health Services Act (MHSA) Three-Year Plan and Annual Update are required by the California Department of Health Care Services to report how Mono County Behavioral Health (MCBH) plans to spend its MHSA funding. This funding is from Proposition 63, the "Millionaires Tax," and the amount that MCBH receives varies from year to year. The report is broken down into the five categories of the MHSA: Community Services and Supports, Prevention and Early Intervention, Innovation, Workforce Education and Training, and Capital Facilities and Technological Needs.

This document combines the Three-Year Plan and Annual Update due to COVID-19-related flexibilities extended to counties by the Department of Health Care Services. The public hearing for these plans will be held on June 14, 2021 as part of the standing Behavioral Health Advisory Board meeting. As a result, a final draft will be prepared by the Program Manager and posted by the Clerk's Office shortly prior to the June 15 Board of Supervisors meeting. Based upon prior years' experience, it is not anticipated that there will be substantive changes to the plans related to public comment.

MCBH's MHSA 2020-2023 Three-Year Plan and 2021-2022 Annual Update was designed after soliciting resident, consumer, and community partner input. This plan is a comprehensive look at what is needed in our communities as it relates to mental health, as well as the programs and services MCBH has developed to meet those needs. Additionally, this update provides a progress report of MHSA activities completed in FY 2020-2021 and both ongoing and planned activities in fiscal years 2021-2023.

This Three-Year Plan and Annual Update also contains the following state-required supplemental components: Prevention and Early Intervention Evaluation Reports (Aggregated Data) and the Annual Innovative Project Reports.

FISCAL IMPACT:

The MHSA FY 2020-2023 Three-Year Plan and 2021-2022 Annual Update outlines the expenditure from FY 2020-2021 and plans to spend approximately \$5,500,000 of funding from the Mental Health Services Act over the next two years, plus a one-time expenditure of \$1,500,000 housing project funds. MCBH anticipates that it will realize increased Medi-Cal revenues by FY 2022-2023 that will also help offset some MHSA costs. There is no impact to the General Fund.

SUBMITTED BY:

Amanda Greenberg, Program Manager, Contact: 760.924.1740



Supporting You On Your Path
Apoyandote En Tu Camino

Mono County Behavioral Health
Mental Health Services Act (MHSA)
FY 2020-2023 Three-Year Plan
&
FY 2021-2022 Annual Update

**DRAFT FOR PUBLIC COMMENT – FINAL COPY TO BE
PROVIDED FOLLOWING PUBLIC HEARING**

Including the following Supplemental Reports:

Prevention and Early Intervention Evaluation Report
(Aggregated Data)

Annual Innovative Project Reports



WELLNESS • RECOVERY • RESILIENCE

TABLE OF CONTENTS

Executive Summary.....	3
MHSA County Fiscal Accountability & Program Certifications FY 20-23 & Annual Update 20-21.....	6
Board of Supervisors Approval FY 20-23 & Annual Update 20-21.....	8
Mono County Snapshot & Capacity Overview FY 20-23 & Annual Update 20-21	9
Community Program Planning FY 20-23 & Annual Update 20-21	17
Local Review Process FY 20-23 & Annual Update 20-21	29
Community Services and Supports: FY 20-23 & Annual Update 20-21	31
Prevention and Early Intervention: FY 20-23 & Annual Update 20-21.....	38
Prevention & Early Intervention Evaluation Report (FY 2018-19 - FY 2019-2020): Aggregated Data.....	43
Innovation: FY 20-23 & Annual Update 20-21	53
Innovation Project Reports FY 20-23 & Annual Update 20-21	57
Workforce Education and Training: FY 20-23 & Annual Update 20-21	71
Capital Facilities/Technological Needs: FY 20-23 & Annual Update FY 21-22.....	75
Transfers FY 20-23 & Annual Update 20-21	76
MHSA Expenditure Plan By Component 2020-2021.....	77
MHSA Expenditure Plan By Component 2021-2022.....	83
MHSA Expenditure Plan By Component 2022-2023.....	89
Appendix A: Penetration Rate Data.....	94
Appendix B: MHSA Issue Resolution Process.....	99
Appendix C: MCBH Staff Trainings	101
Appendix D: Help@Hand Extension Request Letter.....	103
Appendix E: MHSA-Related Submissions to Department of Health Care Services.....	105
Appendix F: Behavioral Health Program Manager Job Description (Includes MHSA Duties).....	107
Appendix G: Community Program Planning Process & Local Review Process Flyers & Advertisements .	110

Appendix H: Covid-19 Extension Request..... 112
Appendix I: Spring 2021 CPPP Survey Results..... 115

EXECUTIVE SUMMARY

Welcome! Our Mental Health Services Act (MHSA) Three-Year Plan and Annual Update is here to provide you, our community members, with information about the incredible programming that Mono County Behavioral Health (MCBH) is able to provide thanks to our MHSA funding.

The MHSA is a one percent tax on millionaires in California and funds programs in five different categories: Community Services and Supports (CSS), Prevention and Early Intervention (PEI), Innovation (INN), Workforce Education and Training (WET), and Capital Facilities and Technological Needs (CF/TN). Through each of these, categories, MCBH is able to meet different community needs that are identified as part of our Community Program Planning Process.

Especially after such a challenging year, MCBH is very proud to present its combined 2020-2023 Three Year Plan and 2020-2021 Annual Update, which provides a progress report of MHSA activities for the 2019-2020 fiscal year and an overview of current or proposed MHSA programs planned and/or underway for the 2020-2023 fiscal years. (See Appendix H for COVID-19 Extension Request). This report will also provide you with specific data and information about our PEI and our Innovation programs.

A note about COVID-19, staffing, and racial equity:

Spring 2020 brought many changes for MCBH and our communities. In response to the COVID-19 pandemic, MCBH made a number of quick pivots in its MHSA programs, staffing, and ways of delivering services. For example, all services were provided via telehealth to protect MCBH staff and clients. For many clients, this change in service delivery had a positive effect – allowing them to attend sessions without traveling or facing the stigma associated with walking into a County facility. In other cases, individuals (especially youth) didn’t have a private place to talk or missed the connection gained from face-to-face contact. MCBH staff did an incredible job linking clients to community resources set up to support individuals and families through the pandemic. From an internal perspective, MCBH also prioritized staff well-being, allowing for flexible scheduling and organizing a 30-minute staff meetings to promote connection four days per week. The Department of Health Care Services also provided flexibilities for MHSA Three-Year Plans, which is why we have combined the 2020-2023 Three Year Plan with the 2021-2022 Annual Update. Thanks to this flexibility, MCBH will be able to speak to and explain the actions taken to reach out to the community during FY 2020-2021.

At the end of FY 2019-2020, MCBH also restructured its department, adding several new positions, promoting frontline workers, and ensuring that all staff members had a career growth path. Additionally, some MCBH staff were pulled into different committees and efforts related to COVID-19 and helped fight the racial disparities that came to light as a result of the pandemic. This work also led MCBH to internally undergo a series of racial equity trainings, create a set of core values, and to strive to move toward a system in which equity is ingrained in all parts of the department. It is MCBH's hope that this MHSA Plan reflects this important work. Thank you for taking the time to read our plan, and we hope that you provide us with feedback on our work!

Resumen Ejecutivo

¡Bienvenidos! Nuestro Plan de Tres Años y Actualización Anual de la Ley de Servicios de Salud Mental (MHSA) está aquí para brindarles a ustedes, los miembros de nuestra comunidad, información sobre la increíble programación que Mono County Behavioral Health (MCBH) puede brindar gracias a nuestros fondos de MHSA.

La MHSA es un impuesto del uno por ciento sobre los millonarios en California y financia programas en cinco categorías diferentes: Servicios y Apoyos Comunitarios (CSS), Prevención e Intervención Temprana (PEI), Innovación (INN), Educación y Capacitación Laboral (WET) y Capital Instalaciones y Necesidades Tecnológicas (CF / TN). A través de cada una de estas categorías, MCBH puede satisfacer diferentes necesidades de la comunidad que se identifican como parte de nuestro proceso de Planificación del Programa Comunitario.

Especialmente después de un año tan desafiante, MCBH se enorgullece de presentar su Plan Trienal 2020-2023 combinado y la Actualización Anual 2020-2021, que proporciona un informe de progreso de las actividades de la MHSA para el Año Fiscal 2019-2020 y una descripción general de las actividades actuales o propuestas. Programas MHSA planificados y / o en curso para los Años Fiscales 2020-2023. Este informe también le proporcionará datos e información específicos sobre nuestro PEI y nuestros programas de Innovación.

Una nota sobre COVID-19, personal y equidad racial:

La Primavera de 2020 trajo muchos cambios para MCBH y nuestras comunidades. En respuesta a la pandemia de COVID-19, MCBH hizo una serie de cambios rápidos en sus programas MHSA, personal y formas de brindar servicios. Por ejemplo, todos los servicios se proporcionaron a través de telesalud para proteger al personal y a los clientes de MCBH. Para muchos clientes, este cambio en la prestación de servicios tuvo un efecto positivo, permitiéndoles asistir a las sesiones sin tener que viajar o enfrentar el estigma asociado con ingresar a las instalaciones del Condado. En otros casos, las personas (especialmente los jóvenes) no tenían un lugar privado para hablar o perdían la conexión obtenida del contacto cara a cara. El personal de MCBH hizo un trabajo increíble al vincular a los clientes con los recursos comunitarios establecidos para apoyar a las personas y las familias durante la pandemia. Desde una perspectiva interna, MCBH también priorizó el bienestar del personal, lo que permite una programación flexible y la

organización de reuniones de personal de 30 minutos para promover la conexión cuatro días a la semana. El Departamento de Servicios de Atención Médica también brindó flexibilidad para los Planes de Tres Años de la MHSA, por lo que hemos combinado el Plan de Tres Años 2020-2023 con la Actualización Anual de 2021-2022. Gracias a esta flexibilidad, MCBH podrá hablar y explicar las acciones tomadas para llegar a la comunidad durante el Año Fiscal 2020-2021.

A fines del Año Fiscal 2019-2020, MCBH también reestructuró su departamento, agregando varios puestos nuevos, promoviendo a los trabajadores de primera línea y asegurando que todos los miembros del personal tuvieran una trayectoria de crecimiento profesional. Además, algunos miembros del personal de MCBH fueron incorporados a diferentes comités y esfuerzos relacionados con COVID-19 y ayudaron a combatir las disparidades raciales que salieron a la luz como resultado de la pandemia. Este trabajo también llevó a MCBH a someterse internamente a una serie de capacitaciones sobre equidad racial, crear un conjunto de valores fundamentales y esforzarse por avanzar hacia un sistema en el que la equidad está arraigada en todas las partes del departamento. MCBH espera que este Plan MHSA refleje este importante trabajo. Gracias por tomarse el tiempo de leer nuestro plan y esperamos que nos brinde sus comentarios sobre nuestro trabajo!

Si está leyendo este resumen en español y está interesado en obtener más información sobre nuestro plan, llame al 760-924-1740 para programar una cita para hablar con el personal de MHSA de habla hispana.

MHSA COUNTY PROGRAM CERTIFICATION

(To be completed following BOS)

County/City: Mono

Three-Year Program and Expenditure Plan

Annual Update

Annual Revenue and Expenditure Report

Local Mental Health Director	Program Lead
Name: Robin K. Roberts Telephone Number: 760-924-1740 Email: rroberts@mono.ca.gov	Name: Amanda Greenberg Telephone Number: 760-924-1754 Email: agreenberg@mono.ca.gov
Local Mental Health Mailing Address: Mono County Behavioral Health PO Box 2619 / 1290 Tavern Road Mammoth Lakes, CA 93546	

I hereby certify that I am the official responsible for the administration of county/city mental health services in and for said county/city and that the County/City has complied with all pertinent regulations and guidelines, laws and statutes of the Mental Health Services Act in preparing and submitting this Three-Year Program and Expenditure Plan and/or Annual Update, including stakeholder participation and nonsupplantation requirements.

The Three-Year Program and Expenditure Plan and/or Annual update has been developed with the participation of stakeholders, in accordance with Welfare and Institutions Code Section 5848 and Title 9 of the California Code of Regulations section 3300, Community Planning Process. The draft Three-Year Program and Expenditure Plan and/or Annual Update was circulated to representatives of stakeholder interests and any interested party for 30 days for review and comment and a public hearing was held by the local mental health board. All input has been considered with adjustments made, as appropriate. The annual update and expenditure plan, attached hereto, was adopted by the County Board of Supervisors on _____.

Mental Health Services Act funds are and will be used in compliance with Welfare and Institutions Code section 5891 and Title 9 of the California Code of Regulations section 3410, Non-Supplant.

All documents in the attached Three-Year Program and Expenditure Plan and/or Annual Update are true and correct.

Robin K. Roberts
Local Mental Health Director (PRINT)

Signature Date

BOARD OF SUPERVISORS APPROVAL FY 20-23 & ANNUAL UPDATE 20-21

To be completed following Mono County Board of Supervisors presentation and potential approval.

To view the presentation and further information about this Three-Year Plan & Annual Update by the Mono County Board of Supervisors on June 15, 2021, please visit the following link:

- <https://www.monocounty.ca.gov/bos/page/board-supervisors-120>

DRAFT

MONO COUNTY SNAPSHOT & CAPACITY OVERVIEW FY 20-23 & ANNUAL UPDATE 20-21

Mono County is a frontier county, bordering the state of Nevada to the north and east and the Sierra Nevada Mountains to the west. Other than Mammoth Lakes, with a year-round population of 8,000, the remainder of the county consists of small communities ranging in population from less than 300 to about 1,200 people. The northern part of the county includes the small towns of Topaz, Walker, and Coleville. Bridgeport, the county seat, is 35 miles south of these three small communities. The central part of the county includes the communities of Lee Vining, June Lake, Crowley Lake, the Wheeler Crest communities, and Mammoth Lakes. In the southeast sector lie Benton and Chalfant.

According to the 2010 Census, the total population of Mono County is approximately 14,000. The ethnic distribution of Mono County is 27.7 percent Latino/Hispanic, 2.1 percent Native American, and 65.6 percent white (this does not include undocumented Latino/Hispanic residents). About one quarter of the population speaks a language other than English at home. The county is comprised of 47 percent female residents and 53 percent male residents. Approximately 19 percent of the population is under the age of 18 (5 percent are under 5) and 13 percent of the population is 65 and over.

Mono County's inhabited areas range in altitude from 5,000 to 8,500 feet; winters can be long and harsh with occasional road closures. Residents primarily earn their livelihoods through government service and retail trades related to tourism and agriculture. Due to the dependence on tourism, Mono County's small business owners were especially hard hit by COVID-19. The median income is \$61,814 and 11.3 percent of Mono County residents live in poverty; the median value of owner-occupied housing units is \$324,600. Schools are located in Coleville, Bridgeport, Lee Vining, Benton, and Mammoth Lakes, each school is approximately 25-45 miles from the next. Mono County has three school districts: Mammoth Unified School District (MUSD), Eastern Sierra Unified School District (ESUSD), and Mono County Office of Education (MCOE).

Several of Mono County's communities are year-round resorts and include multi-million-dollar homes belonging to second homeowners. However, many year-round residents struggle to make ends meet, often holding more than one job. Additionally, the Mammoth Lakes tourist-related businesses, such as the ski area, promulgate a resort atmosphere that normalizes excessive alcohol consumption.

Assessment of Current Capacity

Part of Mono County Behavioral Health's (MCBH's) mission is to bring together representatives from Mono County communities and ask these representatives to take a leadership role in identifying and resolving community health needs. In this assessment of current capacity, MCBH will examine current capacity within its department, as well as capacity of key

community partners that also promote health and wellness. As will be outlined in this report, MCBH has a number of successful programs ranging from its Full Service Partnership program to its Community Engagement programs that target underserved populations. Programs from previous years that are being continued or expanded in this Annual Update take into account the department's current and future capacity. Where necessary, the report outlines where additional capacity will need to be developed to meet programmatic goals and community needs.

Please see Capacity Table 1 below for an overview of staffing budgeted for FY 21-22. As of the writing of this report (Spring 2021), MCBH has several open positions and is currently seeking additional staff in order to be able to fully implement the MHSA programs that are outlined in this plan, as well as the administrative duties that are outlined in the regulations. At the end of FY 19-20, MCBH was able to execute a long-planned restructure of the department which made roles and responsibilities more clear, boosted three Latinx staff members onto the leadership team, provided promotions to a number of frontline workers, and created career paths for all staff members. Furthermore, this restructure allowed MCBH to bring on an additional LGBTQ staff member. The department has added three new positions for FY 21-22 to fill unexpected gaps in service and compliance needs.

In FY 20-21, MCBH began a process of moving toward racial equity by assigning a staff member to serve as ethnic services coordinator. We also contracted with Dr. Jei Africa to lead our team in difficult conversations and to brainstorm actions that will help create solutions to racial challenges in our department. This process has helped lead team members to a greater understanding of such concepts as white fragility, systemic racism, and implicit bias. As MCBH becomes a leader in this work internally, staff are being called to participate in the County-wide Justice, Equity, Diversity, and Inclusion Committee and is using the Cultural Outreach Committee to move the needle forward among community partners.

Approximately 45% of the Department's staff are bilingual (English/Spanish) and 45% are of Latino/Hispanic origin. MCBH believes that its ability to provide services across our programs is greatly enhanced if we have bilingual/bicultural staff. This is especially true for licensed staff and interns. The Department's current staffing, as well as its dedication to hiring bilingual staff are both major strengths in terms of meeting the needs of racially and ethnically diverse populations.

In addition to offering a preference to Spanish speaking employees, MCBH is dedicated to supporting the growth and professional development of existing staff, especially bilingual staff, interested in pursuing degrees and/or licensure. MCBH currently helps promote this effort through financial incentive programs in an effort to "grow our own." MCBH has a remarkably high Hispanic penetration rate, (almost 30 percent are Latino/Hispanic) and the department believes that its dedication to hiring bilingual/bicultural staff is one of the reasons for this achievement. For penetration rate data and count of Medi-Cal beneficiaries served, including Mono County's Hispanic penetration rate, please see Appendix A. For more information on how MCBH is serving our underserved communities, our cultural and linguistic competence plan provides a great deal of information.

MCBH considers all its positions hard-to-fill and faces a continuous challenge around retaining staff, especially licensed, intern, and medical staff. Mono County is a small, rural county that is isolated in the Sierra Nevada Mountains; additionally, the county is often not able to offer wages for these positions that are competitive with larger counties or private organizations. Finally, due to stressors typical to a rural environment (isolation, lack of resources, limited transportation), the need for services in hard-to-serve outlying areas continues to be a challenge. MCBH counters this challenge by offering such programs as its Financial Incentive Program.

Approximately half of MCBH's staff report that they are a current or former consumer of mental health or substance use services and/or a family member of a current or former consumer of mental health or substance use services. When hiring, priority is given to consumers and family members of consumers for all positions. "Lived experience" is essential to informing all of MCBH's work.

To examine capacity within the community, MCBH also listed partner agencies, organizations, and coalitions (see Capacity Tables 2-3 below). In some cases, the relationships between MCBH and the partner are strong and in other cases the relationships could be strengthened. In hiring additional staff, MCBH hopes to increase the department's ability to bridge the gap in some of these relationships. The agencies in each of these tables strive to meet the needs of racially and ethnically diverse populations in Mono County by hiring native Spanish speakers, offering interpretation services, reaching out to geographically isolated areas, hiring individuals with lived experience, and developing programs and trainings that specifically target the inclusion of diverse populations.

One of the coalitions with the most capacity is the Behavioral Health Advisory Board, which is comprised of representatives from Mammoth Lakes Police Department, the Mono County Sheriff's Office, and local non-profit organizations. It also includes two clients/family members of clients and one County Supervisor (though she is not representing the Board). This committee is involved in MCBH's program planning and includes a wide range of community partners.

Please see MCBH's FY 2018-2019 Annual Update for its complete Workforce Needs Assessment.

- https://www.monocounty.ca.gov/sites/default/files/fileattachments/behavioral_health/page/10057/mono_mhsa_fy_18-19_annual_update_final_approved.pdf

Additionally, in Fall 2018 MCBH participated in the OSHPD Workforce Needs Assessment Survey that informed the 2020-2025 WET Five-Year Plan Process. Please see the relevant email and screen shot below. Participation in this survey and planning process also satisfies the requirement for a workforce needs assessment.

The 2020-2025 WET Five-Year Plan may be found:

- <https://oshpd.ca.gov/wp-content/uploads/2020/10/WETFive-YearPlan.pdf>

Budgeted Staffing for FY 2021-2022 (as of May 1, 2021*)

Position	Category	FTE	Language(s)	Latinx/Hispanic Origin?
Director	Managerial/Supervisory Licensed Mental Health Staff	1	English	N
Staff Services Analyst II	Managerial/Supervisory	1	English Spanish	Y
Program Manager	Managerial/Supervisory	.8	English	N
Staff Services Analyst II (Wellness Centers)	Managerial/Supervisory	1	English	N
SUD Supervisor	Managerial/Supervisory SUD Personnel	1	English	Y
Clinical Supervisor	Managerial/Supervisory Licensed Mental Health Staff	1	English Spanish	Y
Psychiatric Specialist III	Managerial/Supervisory Licensed Mental Health Staff	1	This position is vacant	
Psychiatric Specialist I	Mental Health Staff	1	This position is vacant	
Psychiatric Specialist I (Spanish-speaking)	Mental Health Staff	1	English Spanish	Y
Psychiatric Specialist I	Mental Health Staff	.8	English	N
Behavioral Health Services Coordinator I	Mental Health Staff	1	English Spanish	Y
Behavioral Health Services Coordinator I	Mental Health Staff	1	This position is vacant	

Case Manager I (Telepsychiatry Coordinator)	Mental Health Staff	1	English Spanish	Y
Behavioral Health Services Coordinator II	Mental Health Staff	1	English Spanish	Y
Case Manager III	Mental Health Staff	1	English Spanish	Y
SUD Counselor III	SUD Personnel	1	English	N
Behavioral Health Services Coordinator I	SUD Personnel	1	English Spanish	Y
Wellness Center Associate (Mammoth: SUD)	SUD Personnel	.25	English Spanish	Y
Case Manager III (Walker)	Mental Health Staff	.8	English	N
Wellness Center Associate (Walker)	Mental Health Staff	.25	English	N
Wellness Center Associate (Mammoth: Yoga)	Mental Health Staff	.1	English	N
Wellness Center Associate (Bridgeport)	Mental Health Staff	.45	English	N
Wellness Center Associate (Mammoth)	Mental Health Staff	.1	English	N
Fiscal Technical Specialist I	Other Personnel	1	English Spanish	Y
Fiscal Technical Specialist II	Other Personnel	1	English Spanish	N
QA/QI Coordinator	Other Personnel	1	English	N

Staff Services Analyst I (Data)	Other Personnel	1	English	N
Staff Services Analyst II (Compliance)	Other Personnel	1	English Spanish	Y
Accountant II	Other Personnel	1	English	N
Psychiatry via Telemedicine (contract with North American Medical Services)	Licensed Mental Health Staff	10 hrs/ week	English	N
Psychology in Spanish via Telemedicine (contract with North American Medical Services)	Licensed Mental Health Staff	24 hrs/ week	English	N
Public Health Officer	Other Personnel	.25	This position is vacant	

*Please also see MCBH's Cultural Competence Plan for additional information on current staffing and MCBH's justice, equity, diversity, and inclusion efforts.

Capacity Table 2. Mono County Agencies

Agency	Purpose/Mission	Who is served?
Mono County Public Health	“The Public Health Department provides services that support the health and safety of Mono County residents including immunizations, HIV and other sexually transmitted diseases programs, communicable disease prevention and surveillance, tuberculosis program, health promotion, emergency preparedness, California Children’s Services (CCS), Child Health and Disability Prevention Program (CHDP), Women Infant and Children (WIC), services for women and children, safety programs and much more.”	Mono County residents
Social Services	“Our mission is to serve, aid, and protect needy and vulnerable children and adults residing in Mono County in ways that strengthen and preserve families, encourage personal responsibility, and foster independence.”	Needy and vulnerable children and adults
Mono County Office of Education	<i>“Mono County Office of Education is committed to serving students, schools and communities by providing and supporting exemplary educational programs in a professional and fiscally-sound manner in order to foster healthy and productive individuals.”</i>	Mono County students, schools, and communities
Mono County District Attorney	“The Mono County Office of the District Attorney promotes and protects the public peace and safety of Mono County, California.”	Mono County community
Mono County Sheriff	“The Mono County Sheriff’s Office is committed to providing the highest level of professional law enforcement services to enhance the quality of life for the citizens and visitors of Mono County.”	Mono County residents and guests
Mammoth Lakes Police Department	“The Mammoth Lakes Police Department’s mission is to provide quality law enforcement services, while building partnerships to prevent crime, maintain public trust and enhance the quality of life throughout town.”	Mono County residents and guests
Mono County Probation	The mission of the Mono County Probation Department is to ensure the safety of the residents of Mono County by providing community-based supervision and rehabilitation through a multi-disciplinary approach to persons being convicted or adjudicated of a crime.	Mono County probationers and community
Eastern Sierra Unified School District (ESUSD)	“We as students, parents, community members and educators together will inspire and challenge each of our students to pursue personal excellence, to contribute positively to society, and to sustain a passion for learning.”	Mono County students and parents/guardians
Mammoth Unified School District (MUSD)	“Mammoth Unified School District is committed to supporting students’ individual needs and preparing them for the future by instilling them with confidence. Our school district encourages all students to push themselves to achieve and develop socially, emotionally, physically and academically. The parents and staff are very involved in our students’ learning, recognizing their challenges and successes, while nurturing their individual talents and celebrating their diversity.”	Mono County students and parents/guardians

Capacity Table 3. Mono County Community Partner Organizations and Coalitions

Organization/Coalition	Purpose/Mission	Who is served?
Behavioral Health Advisory Committee	“Supporting individuals by promoting recovery, self-determination, and wellness in all aspects of life.”	Mono County community, MCBH clients
Cultural Outreach Committee	As for the Cultural Outreach Committee, it has served as a safe place for community members to come together and share ideas that are equitable, culturally, and linguistically appropriate for our Mono County people.	Underserved members of the Mono County Community
Latinx Outreach Committee	The Latinx committee has participated as an advisory group for the Emergency Operations Center on how to reach out and engage the Spanish-speaking community to advertise government-related resources and events.	Latinx Community
Mono County Justice, Equity, Diversity, and Inclusion Committee	The JEDI commission has been established and the group is now paving the way to provide and participate in trainings that are data driven, with the goal of educating county employees on structural racism, justice, equity, and diversity in the county workplace.	Mono County employees
Mammoth Hospital	“To promote the well-being and improve the health of our residents and guests.”	Mono County residents and guests
Toiyabe Indian Health Project	Toiyabe is a consortium of seven federally recognized Tribes and one Native American community and serves as a valuable resource in our remote Eastern Sierra communities.	Tribal members
Wild Iris Family Counseling and Crisis Center	“Wild Iris is dedicated to promoting a safer community by empowering and restoring the independence of those affected by domestic violence, sexual assault and child abuse. Our vision is for non-violent relationships based on dignity, respect, compassion, and equality.”	Individuals affected by domestic violence, sexual assault, and child abuse
Student Attendance Review Board (SARB)	“The Board helps truant or recalcitrant students and their parents/guardians solve school attendance and behavior problems through the use of available school and community resources.”	Truant or recalcitrant students and their parents/guardians
Mammoth Mountain Ski Area	Mammoth Mountain provides recreational opportunities for residents and guests. It also serves as a major employer of permanent and temporary (sometimes transient) employees in Mono County.	Mono County guests and residents (permanent and temporary)
First Five Commission	“First 5 Mono County will be a leader in a community-oriented and family-centered support network for children prenatal to age five and their families, and is charged with improving outcomes in children’s health, safety, and learning.”	Children pre-natal to age five and their families

COMMUNITY PROGRAM PLANNING FY 20-23 & ANNUAL UPDATE 20-21

A critical step in the MHSa Three-Year plan is engaging community stakeholders so that they can provide input on the allocation of the county's MHSa funds. For this Three-year Plan and Annual Update, MCBH participated in and facilitated several focus groups with key stakeholders over the course of the year, attempted to solicit feedback via Facebook Live, administered a community survey, held key informant interviews, and collected ideas at community events. These engagement methods and a summary of the results are outlined below. Please note that MCBH provides training on the Community Program Planning Process (CPPP) to staff members and its Behavioral Health Advisory Board (see below and Appendix C). Additionally, when MCBH conducts focus groups, staff provide a short overview training of the MHSa and how the input that participants provide will be used to design and plan programs. This variety of information-gathering processes make up the department's unique CPP process. The Program Manager, Amanda Greenberg, MPH, is charged with the planning and data collection for the CPPP. For a description of her duties, including the requirement of an annual mental health needs assessment (the CPPP), please see Appendix F.

Community Health Improvement Planning Workshop: Fall 2019

- September 18, 2019; 45 participants; Conducted at Mammoth Hospital
- Facilitated by HealthTechS3 consultants
- This workshop contained a wide array of community stakeholders, who shared their existing programming and planned future programming based on identified needs. The group also brainstormed gaps in existing programs and services and ideas for filling those gaps. Finally, MCBH staff used this workshop as an opportunity to brainstorm ideas for programming using its intimate knowledge of those it serves. Below is a summary of these discussions.
- Planned future programming based on current identified needs:
 - Wild Iris: focus on prevention among children by expanding youth education programs, add a therapist on staff, facilitate a domestic violence group in the jail
 - Mammoth Hospital: Add providers and physical space once existing ones are maxed out, integrate with pediatric clinic, increase screenings and interdepartmental communication, increase referrals to spiritual care team, offer additional trainings to providers, market behavioral health services, offer MAT, work on destigmatizing behavioral health
 - Anthem: Expanding their provider network through Beacon, contracted with schools in Inyo County to provide on-campus services, Live Health Online telemedicine services, offer housing voucher program

- Community Services Solutions: Would like to offer Mental Health First Aid, close gap between re-entry program and Probation
- Toiyabe: Expand psychiatry especially for adolescents and children
- Cerro Coso: Expanding Health and Human Services Certificate and Substance Use Disorder Counseling Certificate program
- Gaps in programming/services and ideas to alleviate those gaps:
 - Create a network to advertise programs/services and share available resources
 - § Via school system
 - § Via Mammoth Hospital
 - § Share Wellness Center calendars
 - § Utilize 211 system
 - § Create a coalition
 - § Consider an innovative alternative to in-person coalition meetings
 - Develop pipeline programs like a scholarship program
 - Offer Mental Health First Aid Training
 - Develop an infrastructure for screening for ACEs and serving children with high ACE scores
 - § Washington state has a protocol program
 - Offer more services in outlying areas
 - § Consider Latino community in Bridgeport as a target population
 - Decrease domestic violence
 - Create a mobile crisis response team
 - Ensure that Victims' Advocates are checking on families
 - Offer services during extended hours
 - Connect with community organizations like churches
- Gaps in programming/services and ideas to alleviate those gaps related to substance use disorders and co-occurring disorders:
 - Provide more information on resources like AA that other agencies can access
 - Stay open until 8 pm one night per week
 - Coordinate with Toiyabe in Coleville to offer an SUD group
 - Participate in SUD Taskforce
 - Enforce laws re: parents providing alcohol to minors
 - Increase the entire continuum of housing stock
 - Offer or highlight alcohol-free, family-friendly events
 - § After school programming
 - § Game Nights
 - § Utilize the library
 - Hire bilingual employees
 - Offer programming around vaping
 - Increase home-visiting services for families with children under 5
 - Opportunities for Collaboration with:
 - § Mammoth Mountain (consider substance-free employee housing)
 - § MLR, MLT, and MLTPA
 - § Offer inter-agency mobile services

§ Offer inter-agency services via permanent supportive housing project

- MCBH Staff: What's Your Vision
 - Flexible services that make it easier to come in, including evening hours
 - Adequate staffing for presence in North County
 - Satellite offices in Bridgeport and Benton
 - More SUD/co-occurring groups for youth
 - Wellness center in Bridgeport with showers
 - ACEs in pediatric clinic
 - Infrastructure to respond to high ACE scores
 - More shoulder season activities
 - More outdoor activities to promote well-being
 - Advocate for person-centered, non-stigmatizing language
 - Community mental health wraparound
 - Housing for those with SUD
 - Collaborate with Mammoth Mountain - how to better help/info about their EAP
 - Family therapy using the FOCUS model
 - Improved self-care for MCBH staff
 - Collaborate with libraries
 - Collaborate with Town Recreation Department for programming
 - Increased family events
 - Increased participation in annual Latino Conference
 - Socials in Mammoth for target populations
 - Transportation from Benton to Bishop for youth (collaborate with ESTA and Community Services Solutions)
 - More wellness activities led by consumers

Behavioral Health Advisory Board Prioritization Exercise and Focus Group

- December 14, 2020; 14 participants; Conducted via Zoom
- Facilitated by Amanda Greenberg
- The focus group began by conducting a poll to find out the most important and second most important mental health related need in the community right now, and to find out the most important and second most important strategy for promoting mental health right now. See minutes at <https://www.monocounty.ca.gov/behavioral-health/page/behavioral-health-advisory-board-13> for full poll results.
 - Top need in community was isolation and lack of social support.
 - 2nd most important need in community was stable employment.
 - Top strategy for promotion was to increase community engagement with mental health activities and programs in the community.
 - 2nd most important strategy for promotion was to provide more culturally-appropriate programs and services.
 - What programs or activities would be recommended based on these answers?

- § Brainstorm more ways to outreach to the community.
- § Can we ask feedback questions of people who get services from MCBH? This could reflect ease of accessibility.
- § The suicide prevention event that MCBH held about a year ago was quite successful – maybe something similar but via Zoom – like one of the community conversations
- § Hard to get people to participate and engage...maybe try more social options with games and fun stuff via zoom
 - Had the virtual art show (partnered w/ Mono Arts Council and MC Libraries) – that was successful. Thinking of doing a 2nd one towards end of February. How can we reach more people to participate if they are isolating? Link to art show: <https://www.youtube.com/watch?v=8-TwN0bi6WU>
- § Feedback for virtual therapy: Some like the service better- makes it more accessible; for others privacy is a big issue. MCBH is paying attention to this and will continue to get feedback so we can improve.
- § Overall deemed important to emphasize that our leaders (and everyone) is struggling. When new rules are implemented it is a struggle for everyone.
- § A lot of stress due to political situation right now. MCBH addresses it in such a way that does not affiliate with a party, but gives an opportunity to vent about stress related to the election.

Suicide Prevention Event Program Idea Board: Winter 2020

- February 5, 2020; 100+ participants; Conducted at Mammoth Lakes Forest Service Auditorium
- Facilitated by Robin Roberts
- In response to a spike in local suicides, MCBH hosted a Suicide Prevention and Community Healing Event in February 2020 that encouraged community members to also share ideas for suicide prevention and community healing/wellness on large bulletin boards at the back of the room. Although no training on the MHSA was provided, this was an important opportunity to solicit feedback and ideas from important stakeholders.
- Key Ideas Shared Include:
 - More clubs/activities
 - Meet-up groups for hunting, arts, etc.
 - Mental health poetry slam
 - Skiing activities, especially for those without access
 - Climbing gym
 - Dog park
 - Safe queer spaces

- Meet-ups for people of color
- A centralized location to meet and get info
- Mammoth Social app
- Sober happy hour events for mocktails and food – have a business sponsor once/month
- More Cerro coso classes
- Better way to find events other than Facebook
- Free community programs for all ages to build relationships
- Game nights, open mic night, coffee meet ups, bowling
- “New in Town” Wellness Center Group
- Spaghetti Supper every Sunday
- Rotate hosting among churches or public spaces
- Dances
- Promote belonging via Chamber of Commerce
- Sober spaces
- Mental Health open mic
- More community healing events
- PSAs on radio
- Information for individuals who identify as BIPOC

Community Survey: Spring 2021

- Survey open from March 21 to April 7, 2021; 115 participants
- Survey was administered via SurveyMonkey and distributed through partner agencies, on paper to key stakeholders, and on social media. It was available in English and Spanish.
- Community partners were offered the following “blurbs” to advertise the survey:
 - English Blurb: Every year, Mono County Behavioral Health (MCBH) does a community needs assessment as part of its Mental Health Services Act Community Program Planning Process. We would like to invite you to share your thoughts on mental health needs and help shape programming throughout Mono County by taking this 5-10 minute survey before April 7th. MCBH is offering an “honor system” \$5 gift card to behavioral health clients and family members of clients who take the survey. Thank you!
 - Spanish Blurb: Cada año, el departamento de Salud Mental del condado de Mono (MCBH) hace una evaluación de las necesidades de la comunidad como parte de su Proceso de Planificación del Programa Comunitario de la Ley de Servicios de Salud Mental. Nos gustaría invitarlo a compartir sus pensamientos sobre las necesidades de salud mental y ayudar a dar forma a la programación en todo el condado de Mono tomando esta encuesta de 5-10 minutos. MCBH está ofreciendo una tarjeta de regalo de \$5 a clientes de salud mental y familiares de clientes que toman la encuesta. ¡Gracias!
- The survey was also advertised by a series of FB Live videos (see Appendix G)

- All frontline workers at MCBH were asked to invite clients and family members of clients to participate, with an incentive of a \$5 gift card for those that completed the survey. As shown in the results below, 31% of participants were clients, family members, or former clients. MCBH has issued 34 gift card incentives using its CPPP funds.
- Facilitated by Amanda Greenberg and analyzed by Marcella Rose
- **Overview of demographic information:**
 - 30.9% of survey participants are clients or family of clients of MCBH (former or current).
 - 20.4% are community members
 - 15.1% participate in MCBH community programs
 - 11.8% are MCBH Staff
 - Robust mixture of different demographics, including location, race, sexual orientation, and gender
- For full results see Appendix I
- Key Takeaways include:
 - **The top 3 issues in our community related to mental health**
 - § Knowledge of MH issues (13.9%)
 - § Finding access to MH providers (12.8%)
 - § Experiencing stigma/prejudice (10.4%)
 - **The top 3 issues for individuals (self) related to mental health**
 - § Finding access to MH Providers (13.2%)
 - § Knowledge of MH Issues (13.2%)
 - § Lack of programs/services for specific groups (8.5%)
 - § *Honorable mentions:*
 - Family relationships (8.2%)
 - Experiencing stigma/prejudice (7.8%)
 - Securing stable employment (7.5%)
 - **The top 3 issues for youth (0-15) related to mental health**
 - § Experiencing stigma/prejudice (11%)
 - § Knowledge of mental health issues (11%)
 - § Family Relationships (10.3%)
 - § Experiencing bullying (10.3%)
 - § *Honorable mentions*
 - Finding access to MH providers (9.9%)
 - **The top 3 issues for transition aged youth (16-25) related to mental health**
 - § Knowledge of Mental Health Issues (9.9%)
 - § Finding access to MH Providers (9.2%)
 - § Family relationships (9.2%)
 - **The top 3 issues for adults (26-59) related to mental health**
 - § Finding access to MH providers (11.8%)
 - § Knowledge of MH Issues (10.7%)
 - § Securing stable employment (10%)
 - **The top 3 issues for older adults (60+) related to mental health**

- § Finding access to MH providers (13.6%)
 - § Feeling a lack of social support or isolation (13.2%)
 - § Family Relationships (9.5%)
 - § Feeling a lack of purpose/meaning (9.5%)
- **The top 3 strategies to promote mental health**
 - § Increase awareness of MH programs (19.9%)
 - § Provide more programs and services for special populations (13.9%)
 - § Increase community engagement in MH programs (11.4%)
 - § *Honorable mention*
 - Where possible, meet basic needs (10.3%)
- **ALL Top 3 issues questions, combined:**
 - § Finding access to MH Providers (12%)
 - § Family Relationships (11%)
 - § Lack of programs/services for specific groups (9%)
- MCBH was happily surprised to receive enough responses from several specific groups of people that our data analyst could look at those needs and ideas for solutions individually.
 - Among survey participants who identified as transgender, genderqueer, questioning/unsure, or other gender identity:
 - § **Top strategies to promote mental health:**
 - Provide more programs and services for special populations (21%)
 - Use tech to promote connection (15%)
 - Offer services and programs at more convenient places and times (15%)
 - Increasing awareness of MH programs and services (12%)
 - Recruit and retain high quality BH staff (12%)
 - Among survey participants who identified as gay, lesbian, bisexual, questioning/unsure, or queer:
 - § Top strategies for promoting mental health:
 - Provide more programs & services for special populations (20%)
 - Increase awareness of MH programs & services (17%)
 - Use technology to promote connection (13%)
 - Among survey participants who identified as American Indian:
 - § **Top strategies for promoting mental health**
 - Increasing awareness of MH programs and services (22%)
 - Provide more programs and services for special populations (22%)
 - When possible, meet basic needs like housing, rental and food assistance (11%)
 - Offer services and programs at more convenient times and places (11%)
 - Recruit and retain high quality BH staff (11%)
 - Among survey participants who identified as Latinx
 - § **Top strategies to promote mental health**

- Increasing awareness of MH programs and services (23%)
- Provide more programs/services for special populations (18%)
- Use tech to promote connection (11%)
- Meet basic needs like housing, rental and food assistance (11%)
- Among survey participants who identified as Black/African American
 - § **Top strategies for promoting mental health**
 - Provide more programs and services for special populations (18%)
 - Use tech to promote connection (16%)
 - Meet basic needs like housing, rental and food assistance (14%)
 - Recruit and retain high quality BH staff (14%)

Facebook Live CPPP “event”: Spring 2020

MCBH experimented with seeking feedback through Facebook Live. The Program Manager provided a brief explanation of the MHSA and the CPPP in a live video and explained the different types of programs that are offered under each component. She asked for feedback in the comments or via phone or email. Although 312 people were reached, there were 7 reactions/comments/shares, and 31 post clicks, no comments were provided and MCBH did not seek community input via Facebook live again in Spring 2021.

California Healthy Kids Survey (2019-2020)

Although these data are several years delayed, MCBH still considers them to be critical part of the CPPP since the data from a valid and reliable tool in an age group that MCBH is not easily able to include in its own stakeholder engagement processes. The comparisons below are made between MUSD/ESUSD (2019-2020 school year) and the most recent statewide data available, which is from the 2017-2019.

- Mammoth Unified School District: [Elementary](#)
 - 40 students in grade 5 took the survey
 - Key Takeaways:
 - § School connectedness was higher than the State
 - § Academic motivations was higher than the State
 - § Caring adult relationships were higher
 - § Both the High expectations scale and meaningful participation scales were a higher than the state
 - § 76% of students report feeling safe at school, and there is a lower percentage of students who report being bullied in comparison to the State
 - § 5% of students report being hit or pushed “all of the time”
 - § 0% of students report having mean rumors spread about them “all of the time”

- § 0% of students report being called bad names or having mean jokes told about them “all of the time”
 - § Finally, 13% of students reported seeing a weapon at school in the last year vs. 14% at the State.
- Mammoth Unified School District: [Middle and High](#)
 - 84 students in grade 7 responded to the survey
 - Key Takeaways:
 - § Grade 7 scored on par with the State across the key indicators for school climate and student well-being, with exception to experiencing harassment or bullying and seeing a weapon on campus, in which MUSD scored lower than state values.
 - § 30% of students reported chronic sadness/hopelessness in the last 12 months (vs. 30.4% at the state for 2017-2019)
 - § 92 students in grade 9 responded to the survey
 - § Key Takeaways:
 - § Grade 9 scored on par with or higher than the State across the key indicators for school climate and student well-being
 - § 38% of students reported chronic sadness/hopelessness in the last 12 months (vs. 32.6% at the state for 2017-2019)
 - § 20% of 9th graders report seriously considering suicide in the last 12 months (vs. 15.8% at the state for 2017-2019)
 - § 52 students in grade 11 responded to the survey
 - § Grade 11 scored on par with or higher than the State across the key indicators for school climate and student well-being, except for chronic truancy, caring adult relationships, and high expectations in which MUSD scored lower than state values.
 - § 48% of students reported chronic sadness/hopelessness in the last 12 months (vs. 36.5% at the state for 2017-2019)
 - § The percentage of 11th graders who perceived the school to be safe or very safe was slightly lower than the state for Hispanic/Latino and White students, except for Mixed (2 or more) races, which felt considerably safer than state levels.
 - § 12% of 11th graders report seriously considering suicide in the last 12 months (vs. 16.5% at the state for 2017-2019)
- Eastern Sierra Unified School District: [Elementary](#)
 - 12 students in grade 5 completed the survey
 - Key Takeaways:
 - § Both academic motivation and meaningful participation were on par with the state but school connectedness was lower than the state
 - § 90% of students report feeling safe at school vs. 79% at the state (2017-2019)

- § Like MUSD, there is a lower percentage of students who report being bullied in comparison to the State
 - § 9% of students report having mean rumors spread about them “all of the time”
 - § 9% of students report being called bad names or having mean jokes told about them “all of the time”
 - § Finally, 9% of students reported seeing a weapon at school in the last year vs. 14% at the State.
- Eastern Sierra Unified School District: [Middle](#)
 - 27 students in grade 7 completed the survey
 - Key Takeaways:
 - § Grade 7 scored on par with or higher than the State across the key indicators for school climate and student well-being except for experiencing harassment or bullying, and experiencing chronic sadness and hopelessness, in which ESUSD Grade 7 scored lower than state values.
 - § 22% of students reported chronic sadness/hopelessness in the last 12 months (vs. 30.4% at the state for 2017-2019)
 - § A high percentage of students across racial/ethnic groups reported feeling safe/very safe at school
- Eastern Sierra Unified School District: [High](#)
 - 32 students in grade 9 responded to the survey
 - Key Takeaways:
 - § Grade 9 scored on par with or higher than the State across many key indicators for school climate and student well-being, except for Been in a physical fight, current alcohol, drug or cannabis use, been drunk or “high” on at school ever, and vaping, in which ESUSD scored lower than state values.
 - § 41% of students reported chronic sadness/hopelessness in the last 12 months (vs. 32.6% at the state for 2017-2019)
 - § 16% of 9th graders report seriously considering suicide in the last 12 months (vs. 15.8% at the state for 2017-2019)
 - § 27 students in grade 11 responded to the survey
 - § Key Takeaways
 - § Grade 11 scored variably when compared to the State for key indicators for school climate and student well-being. ESUSD scored higher than the state for school engagements and supports, on par with state for school safety measures, and generally scored lower than the state for substance use and physical/mental health.
 - § 19% of students reported chronic sadness/hopelessness in the last 12 months (vs. 36.5% at the state for 2017-2019)

- § 8% of 11th graders report seriously considering suicide in the last 12 months (vs. 16.5% at the state for 2017-2019)
- § 75% of Hispanic or Latino 11th graders reported perceiving the school as safe or very safe vs. 51.1% at the state.
- § 0% of Hispanic or Latino 11th graders reported harassment due to race, ethnicity, religion, gender, sexual orientation, disability, or immigrant status vs. 22.2% at the state.

Key Informant Conversations

MCBH spoke with several key informants for this CPPP. Below are summaries of several such conversations:

MCBH's Program Manager and Ethnic Services Coordinator spoke with the Cultural Outreach Coordinator for the Bridgeport Indian Colony. We learned about some of the barriers to service and outreach that the Indian Colony faces, some of the services the Tribe provides, and discussed potential opportunities for collaboration. The Cultural Outreach Coordinator suggested that a community health worker model would be most effective for engaging community members and fighting mental health and substance use disorder stigma. MCBH plans to fund a Wellness Center Associate position for a tribal member through another grant source as early as FY 21-22.

MCBH's Program Manager and Wellness Center Associate met with Mammoth Middle School (MMS) teachers to discuss potential wellness interventions in the virtual MMS setting. Teacher expressed concerns about students' lack of willingness to engage, their isolation, and their "flat affects." Through this conversation MCBH was able to provide weekly meditation for students, as well as create a Mental Health 101 speaker series. This engagement also helped remind teachers how to refer students to MCBH and helped the Department discover that referral methods in the virtual setting were unclear.

MCBH Program Manager and Walker-Based Case Manager met with the lead of the Walker Senior Center (an employee of Mono County Department of Social Services and herself a senior) to discuss methods of outreach to seniors isolated due to COVID-19. Together, the two departments brainstormed different activities seniors might like to participate in, the types of materials that should be included in home activity bags, and other methods of outreach. In Spring of 2021, the two Walker-based staff members are collaborating on outdoor activities designed just for seniors.

Other Avenues for Stakeholder Input

In addition to these more formal Community Program Planning opportunities, MCBH's Director frequently educates community groups and key community partners/stakeholders about the department's MHSAs programs, a process that leads to informal needs assessment/information gathering. For example, she has presented on MHSAs programs before Mammoth Voices, the Mammoth Rotary, the Mono County Prevention Coalition, and Mammoth Unified School

District staff and parents. These presentations include significant discussion and feedback sessions surrounding community needs and services. Following these meetings, she has reported that she also always engages with people on an individual level who have questions about treatment for a friend, family member, or themselves. Finally, she assesses MHSA needs and services through smaller scale meetings with partners like Mammoth Hospital, the Mono County Sheriff, etc.

Additional outreach includes meetings with Mammoth Unified School District (MUSD) regarding its partnership with CareSolace, a mental health concierge service; the Mono County librarian regarding potential collaborative programming, and the Mammoth Lakes Foundation, including annual presentations before students on the foundation's scholarship at Cerro Coso Community College in Mammoth Lakes. MCBH's Cultural Outreach Committee and Latinx Outreach Committees also bring stakeholders together for discussion related to community needs. These minutes are on file with MCBH and are also used to inform the CPPP.

Together, these engagement activities have provided valuable and meaningful input about the unique needs of the Mono County community and allowed MCBH to develop an MHSA program that is specifically designed for the county. Through these activities, the department was able to reach a range of populations within the county, including clients, allied agencies (social services, law enforcement, etc.), and community leaders. Mono County believes that it has reached a wide range of voices and perspectives and took great care to inform these stakeholders how valuable their input was throughout the process.

This Three-Year Plan and Annual Update integrates stakeholder input, as well as service utilization data, to analyze community needs and determine the most effective way to utilize MHSA funding to expand services, improve access, and meet the needs of unserved/underserved populations. The MHSA Three-Year Plan and Annual Update planning, development, and evaluation activities were also discussed with the Mono County Behavioral Health Advisory Board members.

Finally, MCBH staff received a training on the CPPP so that they are more aware of how stakeholders' input impacts the department's decision-making and MHSA planning. This training took place on 10/20/20 and included 19 participants. Please see Appendix C for sign-in sheet and hand-out used.

LOCAL REVIEW PROCESS FY 20-23 & ANNUAL UPDATE 20-21

30-day Public Comment period dates: May 14, 2021 – June 13, 2021

Date of Public Hearing: June 14, 3:00-4:30 pm, via Zoom:

Link: <https://monocounty.zoom.us/j/7609241741>

Call in: +1 669 900 6833 Meeting ID: 760 924 1741

Describe methods used to circulate, for the purpose of public comment, the Annual Update

The plan was posted at monocounty.ca.gov/MHSA on May 14, 2021. A news article was posted on MCBH's website and the Mono County website on May 14, 2021. Please see images in Appendix G for examples of advertisement.

- Advertisements for the public comment period were placed in three local newspapers: The Sheet, the Mammoth Times, and El Sol de la Sierra (a Spanish language newspaper). Flyers advertising the public comment period and public hearing were also posted throughout the County in well-trafficked public places such as post offices and community center. Additionally, advertisement went out via MCBH's Facebook page, which has 1,001 followers and was advertised in conjunction with MCBH's mental health month activities. Advertisements appeared in our newspapers:
 - Mammoth Times: to be completed following public comment period
 - The Sheet: to be completed following public comment period
 - El Sol de la Sierra: to be completed following public comment period

Provide information on the public hearing held by the local mental health board after the close of the 30-day review

The public comment hearing will be held on June 14, 2021 from 3:00-4:30 pm via Zoom. The public hearing was facilitated by Amanda Greenberg, the Program Manager and took place during the regular meeting of the Behavioral Health Advisory Board. There were ___ individuals in attendance. The Program Manager first gave a presentation about the plan that included information on the public hearing process and invited feedback and discussion. This presentation is located at the address below; once approved, the minutes for this meeting will also be available at this link:

- <https://www.monocounty.ca.gov/behavioral-health/page/mhsa-fy-20-23-three-year-plan-and-21-22-annual-update-public-hearing>

Include summary of substantive recommendations received during the stakeholder review and public hearing, and responses to those comments

To be completed following public hearing

Include a description of any substantive changes made to the annual update that was circulated

To be completed following public hearing

MHSA Issue Resolution Process

To resolve an issue related to appropriate use of MHSA funds, inconsistency between approved MHSA Plan and implementation, and/or the Mono County Community Program Planning process, please see [Appendix B](#) for further instruction.

DRAFT

COMMUNITY SERVICES AND SUPPORTS: FY 20-23 & ANNUAL UPDATE 20-21

The MCBH MHSA Community Supports and Services (CSS) program provides services to people of all ages, including children (ages 0-17); transition age youth (ages 16-25); adults (ages 18-59); older adults (ages 60+); all genders; and all races/ethnicities.

The CSS Program includes four service categories: Full Service Partnerships (FSP), General System Development, and Outreach and Engagement. Please see CSS Table 1 below for an overview of the programs and services offered within each of these service categories. Please note that some of our programs are funded across multiple categories, so may be listed twice.

Services within the CSS category are for all populations and help reduce ethnic disparities, offer support, and promote evidence-based practices to address each individual’s mental health needs. These services emphasize wellness, recovery, and resiliency and offer integrated services for clients of all ages and their families. Services are delivered in a timely manner and are sensitive to the cultural needs of each individual. MCBH strives to not only meet the “clinical needs” of its clients but to also consider needs that relate to the social determinants of health such as housing and poverty. Department staff also strive to meet people where they are, both emotionally/mentally and from a physical perspective, including traveling to the County’s outlying areas to provide services and promote community.

From an administrative perspective, MCBH will be working with consultants to maximize its funding opportunities and to create a sustainable plan to help spend down MCBH’s significant fund balances. Additionally, this process will help prepare MCBH for the changes coming with CalAIM, the California state reform of the Medi-Cal system.

In order to meet the mental health needs outlined above, MCBH has worked with stakeholders to develop and implement the programs in the CSS and other categories.

CSS Table 1. CSS Service Categories & Programs/Services

Service Category	FSP	General System Development	Outreach/Engagement
Programs and Services	<ul style="list-style-type: none"> • Full Service Partnership Program serving children, transition age youth, adults, and older adults; including housing, food, clothing, etc. as needed • MHSA Housing Program 	<ul style="list-style-type: none"> • Expansion of case management/supportive services • Wellness Centers • Crisis intervention/stabilization • MHSA Housing 	<ul style="list-style-type: none"> • Community Outreach & Engagement

	<ul style="list-style-type: none"> • Telehealth Services • Wrap Program 	Program <ul style="list-style-type: none"> • Telehealth Services • Wrap Program 	
--	---	---	--

Full Service Partnerships (FSP)

MCBH has adopted a community clinic model, specifically when it comes to Full Service Partnership (FSP) clients. FSP services include, but are not limited to, one-on-one intensive case management, housing support, transportation, advocacy, assistance navigating other health care and social service systems, child care, and socialization opportunities. These programs embrace a “whatever it takes” service approach to helping individuals achieve their goals. MCBH’s FSP program serves all age groups, including children/youth, transition age youth, adults, and older adults.

Each client in the FSP program is assigned a Case Manager as the single point of responsibility for that client/family. Additionally, Full Service Partners are introduced to other Case Managers, including the individuals who staff MCBH’s 24/7 Access Line. This ensures that a known and qualified individual is available to respond to the client/family 24 hours per day, 7 days per week. These Case Managers, along with the assigned therapist are responsible for developing a Treatment Plan, which also serves as the Individual Services and Supports Plan. Additionally, the treatment team completes a Strengths Assessment and where appropriate a Personal Recovery Plan on all FSPs. Finally, all MCBH staff, including Case Managers receive extensive cultural competence training. It is also ensured that all Spanish-speaking FSPs are placed with a native Spanish-speaking Case Manager (Spanish is Mono’s only threshold language).

A key component of MCBH's FSP program is providing housing support and services. Affordable housing, specifically for those with mental illness, is a critical concern in Mono County. In response, MCBH has an interdisciplinary team that works together to find and secure housing for FSP clients who are homeless or at risk of homelessness. This also includes assisting with first and last month rent deposits and occasionally securing emergency housing for individuals in crisis who do not meet 5150 criteria. The total number of unduplicated FSP clients for FY 2018-2019 was approximately 25. Due to the small number of clients served, this report will not disaggregate the data by race/ethnicity, gender, or age. Please see CSS Table 2 below for an outline of the estimated number of FSP clients to be served each fiscal year broken out by age group. These percentages align with MCBH’s current identified need, as well as the Mono County average age distribution.

CSS Table 2. Estimated Number of FSP Clients to be Served

	FY 2020-21	FY 2021-2022	FY 2022-2023
Children (0-15)	3	3	3
TAY (16-25)	5	6	6
Adult (26-59)	13	14	15
Older Adult (60+)	4	5	5

MCBH has also allocated a significant amount of CSS funds for its MHSA Housing Program. This one-time contribution of funds will fund 13 units in an 81-unit affordable housing development in the heart of Mammoth Lakes. For this project, MCBH has partnered with the Town of Mammoth Lakes (owner of the land) and The Pacific Companies (selected developer) – it will include offices for supportive services, a community space for residents, and a day care facility. Ultimately, this neighborhood will include 400+ units of affordable housing. MCBH partnered with Pacific to complete its non-competitive No Place Like Home application and is awaiting an award of \$500,000 toward the project. In summer 2021-2022, Pacific will begin building the infrastructure needed for the project with hopes of beginning construction in spring 2022 and lease up the following year. MCBH has developed a supportive services plan with in-kind services. Please visit the link below for more detail on how services will be provided at this housing project.

- https://www.monocounty.ca.gov/sites/default/files/fileattachments/behavioral_health/page/10057/mono_county_nplh_mou_signed_-_signed.pdf

The funding for this project was drawn from the Department’s Prudent Reserve (which is now housed in CSS) and unspent CSS funding. In fall 2018, the California State Legislature passed Senate Bill 192, which specified a maximum amount of funds that counties could hold in their MHSA prudent reserves. As a result, MCBH transferred approximately \$1,200,000 from its prudent reserve into CSS during FY 19-20. Based upon continued feedback from a wide range of stakeholders that housing is one of the primary problems facing Mono County residents, especially those with mental illness, stakeholders have decided to allocate this amount to a housing project in Mammoth Lakes. This program is funded partially through the FSP category and partially through the General System Development (GSD) program.

In its FY 2020-2023 Three-Year Plan, MCBH added two new programs to its CSS component: Telehealth Services and the Wrap Program. Like the MHSA Housing Program, these programs are funded in part through FSP and partially through GSD. The Telehealth Services Program includes psychiatry services and therapy services provided via telemedicine through a

contractor called North American Mental Health Services (NAMHS), as well as a small portion of the Mono County Public Health Officer's salary to provide some oversight of the program. The therapy services provided through the Telehealth Services Program have also allowed MCBH to maintain a continuity of care during a time of internal staff turnover. The Wrap Program is a well-established partnership between MCBH, Mono County Probation, and Mono County Social Services. The Mono County Wrap Program can serve up to two families at any given time and "wraps" these families in a variety of services, holds regular family meetings, and has staffing such as a Parent Partner and Wrap Coordinator. Neither of these programs existed prior to 2005.

General System Development

Within the General System Development (GSD) CSS service category, MCBH funds such services as expanded case management and supportive services, the Sierra Wellness Center, the Walker Wellness Center, and crisis intervention and stabilization services. As mentioned above, the MHSA Housing Program, Telehealth Services, and Wrap Program are all funded partially through GSD funds.

The expanded case management and supportive services category enables MCBH to offer services to a wide variety of clients in need of additional support. This program has also allowed MCBH to hire both entry level and to promote experience behavioral health staff who are often bilingual and from the Latinx community, thus creating career pathways to higher paying positions, such as Psychiatric Specialist, SUD Counselor, or Staff Services Analyst.

MCBH has two wellness centers: the Walker Wellness Center and the Sierra Wellness Center in Mammoth Lakes. In FY 2019-2020, shortly before the onset of COVID-19, MCBH re-located the Sierra Wellness Center to 181 Sierra Manor Road in Mammoth Lakes. This new location has more space and is closer to the Mammoth schools, as well as Mono County Behavioral Health's new offices on Sierra Park Road. However, in spring 19-20, MCBH shifted its focus from wellness center programming and moved those staff to help with Facebook Live outreach and to creating at-home activity bags for families to take home from local food banks. These activities will be discussed under the Community Outreach programs in the PEI component. MCBH attempted doing virtual wellness groups without much success.

During MCBH's pre-COVID Community Program Planning Process, there was a great emphasis placed on expanding wellness center programs throughout the county. As a result, MCBH began to plan for additional Wellness Center Associates and despite the lack of in-person programming, brought on a part-time staff member to serve the Bridgeport community in May 2020. The department is planning to bring on another Mammoth-based Wellness Center Associate in June 2021, as well as a new staff member to supervise and build wellness center activities and community programs throughout Mono County. In FY 22-23, MCBH plans to create at least two peer support specialist positions that can serve as growth paths for our Wellness Center Associates (these positions will likely be split between CSS and PEI).

Although the department was hoping to expand wellness center programming in FY 19-20 and 20-21, the department is now hoping to be able to return to more regular wellness center programming in FY 21-22 in Walker, Bridgeport, and Mammoth. These programs range from yoga to arts and crafts to support groups to Clubhouse Live, our after-school program. The department is happy to report that spring 2021 has brought a successful Yoga in the Park series in four communities throughout the County and MCBH hopes to bring back other favorite activities. The Walker Community Garden is also operating for summer 2021 and MCBH is in the midst of an interior remodel of the Walker Wellness Center to make it easier to clean and more bright and welcoming for visitors. Finally, MCBH is exploring electronic sign-in options for its wellness center to aid in data collection across our communities!

In terms of crisis intervention and stabilization, MCBH staff are available 24/7 including responding to crisis calls from the Mammoth Hospital Emergency Department for 5150 assessments. MCBH also operates a transitional housing program to stabilize a person's living situation and provides services on-site, but this program is grant-funded and does not utilize MHSA funding. In FY 2019-2020, the Department developed an MOU with Kern County for utilization of a crisis stabilization unit in Ridgecrest – both FSP and non-FSP clients used this service. Additionally, MCBH has begun to participate in the MHSOAC-sponsored Crisis Now Learning Collaborative with the help of a consultant from SHINE, a local non-profit. The department expects to create an Innovation plan as a result of its participation in this learning collaborative.

Outreach and Engagement

In “normal times,” MCBH offers several CSS programs, services, and activities that are encompassed in its Community Outreach & Engagement program, including the Foro Latino and community socials in outlying areas. These programs are designed to engage Mono County's un- and under-served individuals and communities, from both an ethnic/racial perspective and a geographic perspective. Through these programs, MCBH is also able to build trust in its communities and ensure that individuals who need more intensive services from the Department feel comfortable seeking them.

MCBH's CPPP identified several under-served groups of people throughout Mono County, including our Latinx community, transitional age youth, seniors, and our LGBTQ+ community members. With the onset of the pandemic in late FY 19-20 and 20-21, MCBH focused the majority of its Outreach and Engagement efforts on helping to reduce disparities in our Latinx community that were brought to light due to COVID-19. In the early weeks and months of the pandemic, the County experienced significant challenges getting messages out to the Latinx community. As in many communities across the country, our Latinx population was hit harder by the pandemic than the county's white population in terms of the virus itself as well as economic hardship and other social determinants of health. Thanks to the work that MCBH had done over years to hire bilingual Latinx staff and build relationships in the Latinx community, the department became invaluable in this effort and one MCBH staff served as the head of the

inter-agency Latinx Outreach Committee. This staff member was recently named a “Hidden Hero” at the Mammoth Lakes Chamber of Commerce’s Pandemic Champions Award Ceremony.

The department is happy to report that in honor of Mental Health Monday in May 2021, MCBH will host its first Foro Latino in over a year. As MCBH returns to regular programming in FY 21-22, the department will work with key stakeholders both in the department and in the community to lead programs and activities for each of these targeted groups and hire or collaborate with individuals from these groups. For example, in FY 22-23, the Department hopes to partner with a local non-profit that focuses on providing intensive outdoor opportunities for people of color and members of the LGBTQ+ population.

CSS Achievements

MCBH is very proud of its CSS pivots in late FY 19-20 and into 20-21 in response to the COVID-19 pandemic. The Department’s achievements include hiring a Bridgeport-based Wellness Center Associate, leading the Latinx Outreach Committee, beginning to build a relationship with the Bridgeport Indian Colony, and restructuring the department to ensure appropriate staffing, supervision, and career paths for all staff members. MCBH also successfully identifying a site and a partner for its housing project and negotiating the inclusion of 13 units of housing for individuals with mental health conditions.

MCBH has participated in the Crisis Now Learning Collaborative and was able to build up its Telehealth Services program to better meet client’s psychiatry and tele-therapy needs. In terms of wellness center programming, the MCBH is happy to report plans to meet the ideas that community members shared through the CPPP and is thrilled at the participating we are seeing in our Yoga in the Park series spring 2021. Finally, MCBH looks forward to hopefully working more closely with tribal partners moving forward.

Challenges or barriers, and strategies to mitigate

Like the rest of the world, Mono County Behavioral Health experienced its greatest challenge and barrier in COVID-19. While we are proud of the way that our staffed pivoted to meet community needs, the barriers that we encountered were intense. As vaccinations have rolled out and the weather has made outdoor activities possible, our greatest strategy to mitigate has been to get outside for activities.

MCBH now has more staff than ever before and we continue to clarify each staff’s roles and responsibilities and try to minimize the number of hats each staff person wears. The department continues to face challenges in reaching out to different under-served populations, but hopes that adding staff with specific ties to those populations will be a strategy to mitigate.

Two final challenges or barriers include the high cost of our Telehealth Services Program, which includes psychiatry and the continued lack of affordable housing in Mono County. While no solution is currently available for high costs, MCBH remains determined to push forward its housing project.

List any significant changes in Three-Year Plan, if applicable

MCBH has added quite a number of changes to its Three-Year Plan:

- Staff restructure at the end of FY 19-20
- Shift of funds and staffing in response to COVID-19 at the end of FY 19-20
- Addition of Peer Support Specialists in FY 22-23
- Addition of Wrap and Telehealth Programs to the MHSA Plan
- Remodel of the Walker Wellness Center
- Portion of Public Health Officer's salary to provide oversight of Telehealth Services Program
- Participation in the Crisis Now Learning Collaborative
- Plan to expand wellness center programming
- Discussion of how the department will respond to CalAIM
- New partnership with Pacific Companies and the Town of Mammoth Lakes on permanent supportive housing project

DRAFT

PREVENTION AND EARLY INTERVENTION: FY 20-23 & ANNUAL UPDATE 20-21

The Prevention and Early Intervention (PEI) component of the MHSA includes five different funding categories: Prevention, Early Intervention, Outreach for Increasing Recognition of Early Signs of Mental Illness, Access and Linkage to Treatment, and Stigma and Discrimination Reduction. Please see PEI Table 1 below for an overview of the programs and services offered within each of these service categories.

PEI Table 1. PEI Service Categories & Programs/Services

Service Category	Prevention & Early Intervention	Outreach to Increase Recognition	Access/ Linkage to Treatment	Stigma/ Discrimination Reduction
Programs and Services	<ul style="list-style-type: none"> • Peapod Playgroup Program • Parenting classes • Walker Senior Center • North Star School-Based Services 	<ul style="list-style-type: none"> • Community Trainings 	<ul style="list-style-type: none"> • Outreach in Outlying Communities 	<ul style="list-style-type: none"> • Community Engagement

Prevention & Early Intervention

The Peapod Playgroup Program targets children from birth to five years old and their parents in six communities throughout Mono County. Every year, there are three to four Peapod sessions in each location; each session consists of 10 weekly playgroups in which parents and children gather together. The program is peer-run (peer-leaders go through a training program) and consists of structured activities for parents and children to participate in together. This provides time for children and their parents to socialize in rural, geographically remote communities where it is easy for families to feel alone. It also provides parents with a forum to ask developmental questions about their children, discuss problems they are having at home, and seek out services with licensed professionals. In Mammoth Lakes, there is also a Peapod Group for Spanish-speaking parents.

The expected outcomes/objectives of this program include: decreasing isolation by providing parents and children an opportunity to socialize, de-stigmatizing seeking behavioral health services, linking families to community services, encouraging school readiness skills, and

encouraging early literacy. This program is a community-led and -driven activity that was created in response to a specific community-identified need. It is a unique form of outreach that provides services within the community that help increase access to services, while providing prevention and early intervention services. Moreover, it helps improve families' engagement in their own communities and with their peers. The Peapod Playgroup Program continued to operate virtually throughout COVID-19, though with decreased participation. MCBH looks forward to when its contractor will be able to return to normal in-person activities.

The next activity funded through the Prevention category is a portion of the operations at the Walker Senior Center. Located in remote Walker, CA, the Senior Center is the fixture of a community that is 34 percent 60 years and older (2010 Census). This program is operated by Mono County Social Services and typically includes daily lunches for seniors, a welcoming area to spend time during the day, and structured activities ranging from games to informative learning sessions. The senior center lead staff person has been trained in Healthy IDEAS, a depression screening tool for seniors and is trained on how to refer individuals to MCBH for services. Through this partnership with the Walker Senior Center, MCBH has the goal of reducing isolation and building community supports, both of which have been identified as needs in the Community Program Planning Process. In FY 20-21, MCBH provided a one-time increase in funding to help the center develop innovative ways of outreach to our most isolated seniors. In FY 21-22 and 22-23, the funding will drop back down to typical levels.

The largest program funded in the PEI category is the North Star School-Based Services Program (formerly called the Mammoth North Star Counseling Center). This program was expanded in part due to COVID-19 when services were no longer provided through a counseling center, and it became more possible to provide robust school-based services to all schools throughout the County. This program has historically targeted K-12 youth and will continue to do so, and in FY 22-23, MCBH plans to expand the program to include transition age youth (age 16-25) at Cerro Coso Community College. Although families are served collaterally, North Star's target population is 100% youth. MCBH has added a Psychiatric Specialist III position to its budget for FY 21-22 to provide therapy to students and to help supervise the North Star program.

The services provided through this program include individual therapy and referral-based groups, in-class presentations and wellness activities, and (starting in FY 22-23) on-campus programming and outreach for Cerro Coso. Staff assigned to this program will also be charged with building relationships with school administrators and teachers to help build buy-in for school-based programs. Meanwhile, MCBH administrators will be working with state and local partners to develop and implement an early psychosis detection plan and program that will ultimately become partially integrated with this program.

North Star's mission is to improve the lives of the clients we serve by providing tools and insights so clients can better recognize, confront and understand their challenges.

The North Star School-Based Services Program aims to keep students from falling through the cracks during one of the most critical development periods of their lives. Additionally, North

Star aims to reduce mental health stigma in the community and provided a safe place where students and their families can seek needed services.

Outreach for Increasing Recognition of Early Signs of Mental Illness

In FY 2019-2020, MCBH contracted with a local professional and paid her to become trained in Mental Health First Aid. Due to COVID-19, she was unable to provide many trainings, but has two full-day trainings scheduled for May 2021. In FY 21-22, she will offer at least four MHFA trainings, and will reach out to some of Mono County's largest employers to provide these trainings.

Additionally, MCBH regularly responds to requests for trainings and the department's director spends a significant portion of her time advocating for mental health in ways that align with this component. Finally, MCBH hopes to provide an in-depth training about the early signs of mental illness and the school-to-prison pipeline for the Student Attendance Review Board (SARB) of Mono County.

Access and Linkage to Treatment

Previously called the "Outreach in Walker Community" program, this program is now called the "Outreach in Outlying Communities" program. In FY 2018-2019, MCBH hired a Walker-based case manager to focus on PEI activities in the northern part of Mono County. At the end of FY 19-20, MCBH hired a Bridgeport-based Wellness Center Associate to focus on wellness and prevention activities in the Bridgeport community. These staff members are key parts of MCBH's access and linkage program. Within the Walker community, the program includes regular outreach to the isolated Mountain Warfare Training Center Marine Corps Base, attending social events and building relationships with members of the Walker community and their families. A portion of this program is also encompassed in the North Star School-Based Services program, which includes a very healthy referral process. It is MCBH's hope that in FY 21-22, staff members will be able to return to more normal programming throughout our outlying communities.

Stigma and Discrimination Reduction

To reduce stigma and discrimination, MCBH engages in several activities through its Community Engagement Program, including an active Facebook page with English and Spanish content, tabling at health fairs, and participating in other community events as requested. With the onset of COVID-19 at the end of FY 19-20, MCBH shifted its focus from in-person wellness activities to other forms of outreach and engagement to help people feel connected, to openly discuss the emotional and mental hardships that our communities were facing due to the pandemic, and to help address the racial and ethnic disparities that were becoming more visible due to COVID-19. MCBH began doing three Facebook Live sessions per day (two in English and one in Spanish) and its followers skyrocketed, going from 66 to over 600 in a matter of months.

As MCBH staff were working with clients, they also identified a need for parents to have healthy ways to interact with their children and a need in the community to ensure that people knew who to call and to feel safe calling for mental health services. To meet these needs, MCBH distributed approximately 400 activity bags to residents throughout Mono County. To achieve this feat, the department partnered with local food banks and food delivery services, schools, the senior center, and local businesses.

As part of its Community Engagement program, MCBH is also working to build key partnerships with such organizations as the Mono County Free Libraries, the Mono Arts Council, Mammoth Lakes Housing, and others. MCBH will be sponsoring a publication through the Mono County Free Libraries that will help share stories of stigma and discrimination shared by youth and has participated in two virtual arts shows with Mono Arts Council and the Library.

In FY 22-23, MCBH plans to add a formal Suicide Prevention program; as MCBH's structure currently stands, any swift community responses to suicide prevention are part of the Community Engagement Program. In mid-2020, for example, MCBH hosted two suicide prevention community healing events in response to a spike in local suicides. These events also served as part of MCBH's Community Program Planning Process. The department also plans to continue its work as a department and in the community to move toward racial equity.

PEI Achievements

MCBH's greatest achievements at the end of FY 19-20 and into FY 20-21 have been pivots related to COVID-19, most notably its shift to reaching the community through Facebook and Facebook Live videos. The department is also proud of its continued engagement with the schools and its offerings of various in-class wellness activities to help students manage the stress of isolation and virtual learning.

Challenges or barriers and strategies to mitigate

MCBH's PEI programs still lack some evaluation components, which is evident in the confidential version of the PEI Evaluation Report submitted to the Mental Health Services Oversight and Accountability Commission. COVID-19 created a significant barrier for providing typical PEI services and MCBH has discovered the need for a dedicated North Star therapist and supervisor. MCBH looks forward to opening the recruitment for this position upon the Mono County Board of Supervisors' adoption of the 21-22 budget.

List any significant changes in Annual Update, if applicable

Significant changes include: the pivot from wellness programs to the Community Engagement program, the distribution of activity bags, addition of Psychiatric Specialist III, shift to virtual programming, development of key community partners, a focus on social media, and changing the name of two PEI programs. Finally, MCBH was also not able to fund parenting classes in FY 19-20 and will not be including this item in its Three-Year Plan.

PEI Table 2. Program Priority Crosswalk to Senate Bill 1004 & WIC Section 5840.7(a) Requirements

Regulatory PEI Priorities	Childhood Trauma & Early Intervention	Early Psychosis & Mood Disorder Detection & Intervention	Youth Outreach & Engagement Strategies	Culturally Competent & Linguistically Appropriate PEI	Strategies Targeting Mental Health Needs of Older Adults
Citations	WIC Section 5840.6(d)	WIC Section 5840.6(e)	WIC Section 5840.6(f)	WIC Section 5840.6(g)	WIC Section 5840.6(h)
Programs and Services	<ul style="list-style-type: none"> • Peapod Playgroup Program • North Star School-Based Services Program 	<ul style="list-style-type: none"> • Community Trainings (OIR) • North Star School-Based Services Program 	<ul style="list-style-type: none"> • Outreach in Outlying Communities (ALT) • Peapod Playgroup Program • North Star School-Based Services Program 	<ul style="list-style-type: none"> • Community Engagement (SDR) • Outreach in Outlying Communities 	<ul style="list-style-type: none"> • Walker Senior Center • Outreach in Outlying Communities
Estimated Share of PEI Funding Allocated	17%	20%	24%	25%	15%
<p>“Early identification programming of mental health symptoms and disorders, including but not limited to anxiety, depression, and psychosis” is built into every PEI program operated by Mono County Behavioral Health.</p>					

PREVENTION & EARLY INTERVENTION EVALUATION REPORT (FY 2018-19 - FY 2019-2020): AGGREGATED DATA

Background & Purpose

This Prevention and Early Intervention (PEI) report contains aggregated data from all Mono County Behavioral Health's (MCBH) PEI programs. A separate supplementary confidential report, which contains protected health information, will be submitted to the Mental Health Services Oversight and Accountability Commission (MHSOAC) through its secure file transfer system in the near future. The California Code of Regulations (CCR), Title 9, Sections 3560.010, requires specific data to be collected by counties and reported annually. Examples of demographic information that must be collected and reported by the county annually includes: race, ethnicity, age, sexual orientation, and gender. These data allow the MHSOAC to ensure that all counties are meeting PEI requirements within their programs.

MCBH funds a variety of programs with its PEI funds, including the Peapod Playgroup Program, North Star Counseling Center (group and individual services), community trainings, school groups in outlying communities, and a Facebook page featuring bi-lingual content. MCBH has collected demographic and outcome data for some, but not all of these programs. In some cases, it is not possible to collect these data due to the nature of the program and in some cases the data collection was not completed due to lack of capacity.

Program Descriptions

Peapod Playgroup Program

The Peapod Program is a partnership program between MCBH and Mono County Office of Education (MCOE) First 5 which targets children from birth to five years old and their parents in various communities throughout Mono County. Every year, MCBH and MCOE strive to offer three to four Peapod sessions in each location; each session consists of 10 weekly playgroups in which parents and children gather together. The program is peer-run (peer-leaders go through a training program) and consists of structured activities for parents and children to participate in together. This provides time for children and their parents to socialize in rural, geographically remote communities where it is easy for families to feel alone. It also provides parents with a forum to ask developmental questions about their children, discuss problems they are having at home, and seek out services with licensed professionals. Target population: Families isolated due to geographic remoteness and the responsibilities of raising small children.

North Star Counseling Center Group Services

Mammoth North Star Counseling Center is a school-based counseling service that targets K-12 youth. The purpose of the North Star counseling center is to provide quality, culturally relevant,

low-cost counseling services in both individual and group settings to Mono County students and their families. This school-based counseling center focuses on prevention and early intervention strategies and treatments. In FY 2018-2019 North Star Counseling Center offered 2 Resilience groups (8 and 9 weeks each), focusing on subtopics such as Letting go of stress, Understanding your emotions, Dealing with anger and clear thinking, and Understanding other people's emotions, among others. In FY 2019-2020, North Star Counseling Center offered 2 groups (6 weeks each), focusing on Conflict Resolution and Social Skills and Communication. Target population: Students served by the Mammoth Unified School District and the Mono County Office of Education.

North Star Counseling Center Individual Services

Mammoth North Star Counseling Center is a school-based counseling service that targets K-12 youth. The purpose of the North Star counseling center is to provide quality, culturally relevant, low-cost counseling services in both individual and group settings to Mono County students and their families. This school-based counseling center focuses on prevention and early intervention strategies and treatments; all Mono County schools are versed on how to perform a North Star referral for services to MCBH. Students that need mental health services beyond North Star Group Counseling are referred to Individual Counseling. In this sense, North Star Counseling Center essentially acts as a vehicle for referral and an extension of MCBH for services. Individuals are connected with case managers and therapists and are often involved in family therapy and collateral sessions with their parents so that progress of treatment can be monitored and discussed. Target population: Students served by the Mammoth Unified School District and the Mono County Office of Education.

Eastern Sierra Unified School District Groups & Wellness Groups in Outlying Communities

MCBH offers school groups in ESUSD (Eastern Sierra Unified School District) Schools. In FY 2016-2017, the MCBH Director noticed that among ESUSD schools, high rates of students were reporting sad or hopeless days (as measured by the California Healthy Kids Survey). To address this issue, MCBH case managers started reaching out to the schools and establishing mental health-related groups based on the schools' identified needs. Students in need of individual or more intensive services are linked to treatment through these groups. In FYs 18-19 and 19-20, MCBH staff offered a "menu" of school groups based on the Strong Kids curriculum to ESUSD schools. This menu included such options as conflict resolution, self-esteem, and resilience. During the course of the school year, MCBH staff facilitated two Strong Kids groups at Lee Vining Elementary School that consisted of eight sessions on Conflict Resolution and nine sessions on Social Skills and Communication. Fourteen fifth graders participated in these groups (4 and 10, respectively). Although groups were offered to Bridgeport and Walker/Coleville schools, these campuses did not identify students in need of group services. In addition to the Strong Kids groups, MCBH offered "wellness" services to ESUSD schools. These wellness groups were yoga for kids (Kinder, 1st and 2nd grade), as well as an after school cooking class specifically for high school students.

Beyond the ESUSD school groups, MCBH began to offer a myriad of wellness services to Eastern Sierra communities., Mommy & Me yoga, Mindfulness, Keto cooking classes, Arts and Crafts,

Wildflower Hikes, Social dinners and brunches, and Primary Intervention Program (PIP) sessions. The classes were geared towards various age groups and were welcome and free to all Mono County residents. While MCBH staff hosting the services are able to provide information to participants regarding MCBH's mental health services, referrals are not formally made or tracked. Target population: Students served by Eastern Sierra Unified School District and Mono County residents.

Mono County Behavioral Health Facebook Page

Created on February 2, 2016, the Salud Mental Mono County Facebook page was designed to reduce stigma and discrimination among the local Latino/Hispanic community. All posts were in Spanish first. Additionally, it helped advertise events at MCBH, especially those for Spanish speakers, and it helped improve access to services. Due to the poor traction the Salud Mental page was gaining (it has 30 "likes" as of June 2018), it was absorbed by the Mono County Behavioral Health facebook page in the 2018-2019 FY. MCBH adjusted the regular facebook page to include more Spanish postings and Spanish content to continue the stigma and discrimination reduction efforts. At the start of COVID-19 in March 2020, which forced MCBH to switch entirely to teleservices, activity on the MCBH Facebook page greatly increased. The MCBH Facebook page features a variety of content, including original posts on mindfulness, meditation, Facebook Live activity sessions (yoga, crafts, etc.), general thoughts and considerations of Mental Health, promotion of MCBH events, and shared posts of mental-health related content. The MCBH facebook page has seen great success since COVID-19 and is now maintaining a high number of followers compared to the department's previous social media endeavors.

Suicide Prevention Program Trainings for Teachers and Staff

Mono County Behavioral Health occasionally hosts formal suicide prevention trainings for teachers and staff at local schools – for FY 18-19 there was one training held in Walker, and one held in Lee Vining in FY 19-20. Additionally, in FY 18-19 MCBH Director Robin Roberts participated in one training each at Eastern Sierra Unified and Mammoth Unified school districts, during which safety and suicide prevention protocols were developed.

Community Outreach and Trainings

MCBH occasionally offers community-based trainings on various mental health topics. MCBH conducted four trainings between FY 18-19 and FY 19-20 (two trainings each FY). For FY 18-19, MCBH performed two Outreach Trainings related to Mental Illness. The first training was an event with the Mammoth Lakes Foundation in which college students were provided with information regarding managing stress and anxiety. The second FY 18-19 training was through the Mono Arts Council which featured a session on Social Emotional Learning. In January 2020, Mono County saw a sudden spike in suicide rates. In response, MCBH hosted two community suicide events during FY19-20 (these events were independent of suicide prevention trainings offered in Mono County schools). The first event was a partner event with a local food service provider, and the second event was partnered with the Mammoth Mountain Ski Area (MMSA).

DRAFT

Aggregated Demographic Information

Per the PEI regulations, MCBH has combined the metrics and demographics for all of its PEI programs for 2018-2019 and 2019-2020, separately, in the table below. MCBH has reported the demographics disaggregated by program in a confidential report submitted to the state. Please note that there are many pieces of missing data, so these data should not be considered valid or complete. During FYs 18-19 and 19-20, systems were not in place to capture all parts of this data from all our programs. Since then, MCBH has been working diligently year over year to improve its data collection capabilities.

AGE GROUPS	FY 18-19	FY 19-20
Children (0-15 yrs)	64	115
Transition Age Youth (16-25 yrs)	31	108
Adult (26-40 yrs)	33	853
Adult (41-59 yrs)	5	219
Older Adult (60+ yrs)	4	3
Prefer not to answer	0	0

SEX ASSIGNED AT BIRTH	FY 18-19	FY 19-20
Male	4	3
Female	34	24
Other	0	0
Prefer Not to Answer	0	0

GENDER IDENTITY	FY 18-19	FY 19-20
Male	50	283
Female	74	790
Transgender Male	0	0
Transgender Female	0	0
Genderqueer/ gender non-conforming	0	0
Questioning/ unsure of gender identity	0	0
Another gender identity	0	0
Prefer not to answer	0	0

SEXUAL ORIENTATION	FY 18-19	FY 19-20
Gay or Lesbian	0	0
Heterosexual or straight	36	36
Bisexual	0	0
Questioning or unsure of sexual orientation	0	0
Queer	0	0
Another sexual orientation	0	0
Prefer not to answer	2	1

RACE / ETHNICITY	FY 18-19	FY 19-20
American Indian or Alaska Native	1	7
Asian	0	0
Black or African American	2	5
Native Hawaiian or other Pacific Islander	1	1
White / Caucasian	95	166
Other White/Caucasian	2	2
Other	0	0
More than one race	6	54
	0	0
Eastern European	1	1
European	12	5
Hispanic/Latino	68	111
Other Hispanic/Latino	4	2
Not Hispanic/Latino	41	24
Mexican/Mexican-American/Chicano	18	12
Caribbean	0	0
Central American	0	0
Puerto Rican	0	0
South American	0	0
African	0	0
Asian Indian/South Asian	0	0
Cambodian	0	0
Chinese	0	0
Filipino	0	0
Japanese	0	0
Korean	0	0
Middle Eastern	0	0
Vietnamese	0	0
Other	0	0
More than one ethnicity	0	0
Prefer not to answer	3	2

PRIMARY LANGUAGE	FY 18-19	FY 19-20
English	104	776
Spanish	15	139
Other	1	26
Prefer not to answer	0	0

DISABILITY	FY 18-19	FY 19-20
None	37	26
Difficulty seeing	0	0
Difficulty hearing, or having speech understood	0	0
Other communication disability	0	0
Learning disability	1	1
Developmental disability	0	0
Dementia	0	0
Other mental disability not related to mental health	0	0
Physical/mobility disability	0	0
Chronic health condition / chronic pain	0	0
Other	0	0
Prefer not to answer	0	0

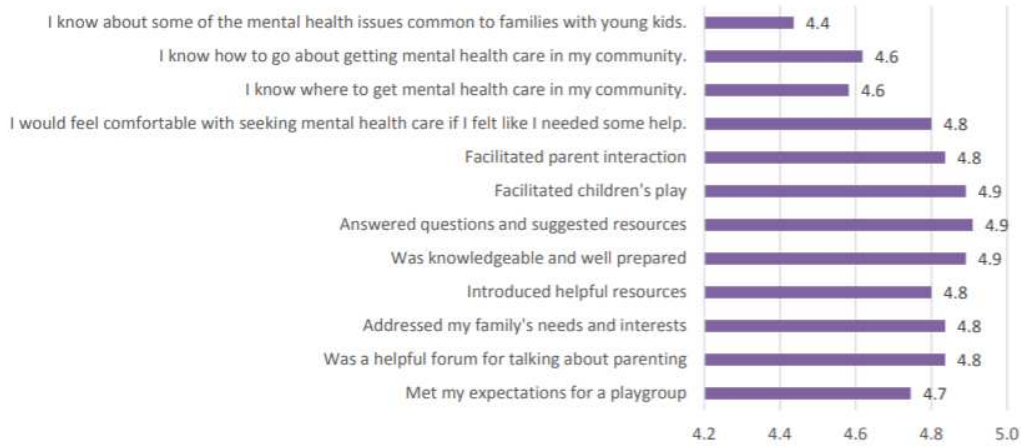
VETERAN STATUS	FY 18-19	FY 19-20
Never served in the military	37	27
Currently active duty	0	0
Currently reserve duty or National Guard	0	0
Previously served in the US military and received an honorable or general discharge	0	0
Previously served in the US military and received entry-level separation or other than honorable discharge	0	0
Served in another country's military	0	0
Other	1	0
Prefer not to answer	0	0

Program Outcomes:

Program Outcomes are publicly available for the Peapod program and listed below, while other programs are so small that we are not able to report on their outcomes. It is MCBH's intention to move toward a model in which all PEI programs always measure at the following two items as a point-in-time measure at the end of a program: "I would feel comfortable seeking mental health care if I felt like I needed some help" and "I know how to go about getting mental health care in my community." Measuring these two items across all PEI programs will give the Department a universal set of PEI outcomes to report in its public evaluations.

Peapod Program Outcomes: FY 2018-2019

County-Wide Peapod Survey Average
n=55



Peapod Playgroup Program Outcomes: FY 2019-2020

Table 7: Satisfaction exit survey

	Strongly Agree FY 19-20 N=10	Strongly Agree FY 18-19 N=26
<i>I feel comfortable talking with my parent educator.</i>	98%	94%
<i>I would recommend this program to a friend.</i>	98%	94%
<i>My parent educator gives me handouts that help me continue learning about parenting and child development.</i>	98%	94%
<i>My parent educator is genuinely interested in me and my child.</i>	98%	94%
<i>My parent educator encourages me to read books to my child.</i>	98%	88%
<i>This program increases my understanding of child's development.</i>	94%	69%
<i>My parent educator helps me find useful resources in my community.</i>	100%	75%
<i>Activities in the visits strengthen my relationship with my child.</i>	98%	69%
<i>I feel less stressed because of this program.</i>	88%	50%

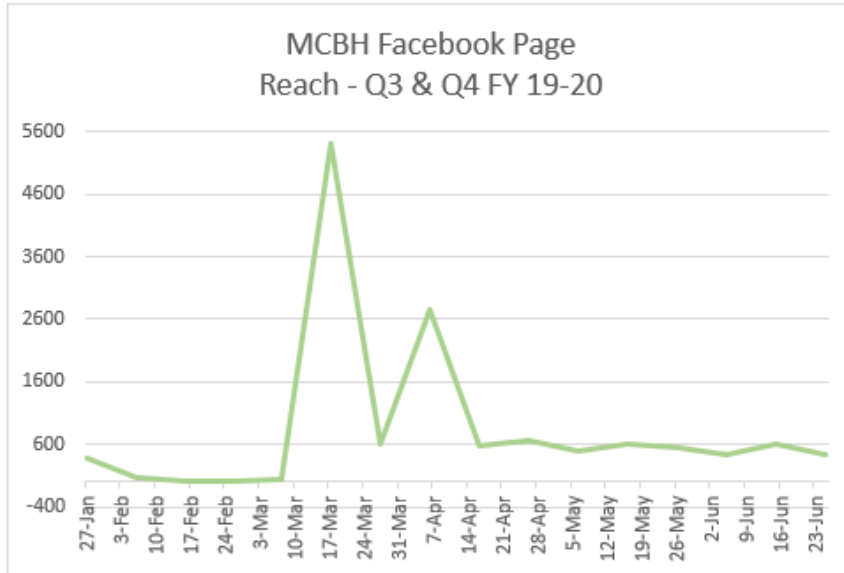
ESUSD School Groups and Wellness Program Outcomes: FY 2018-2019

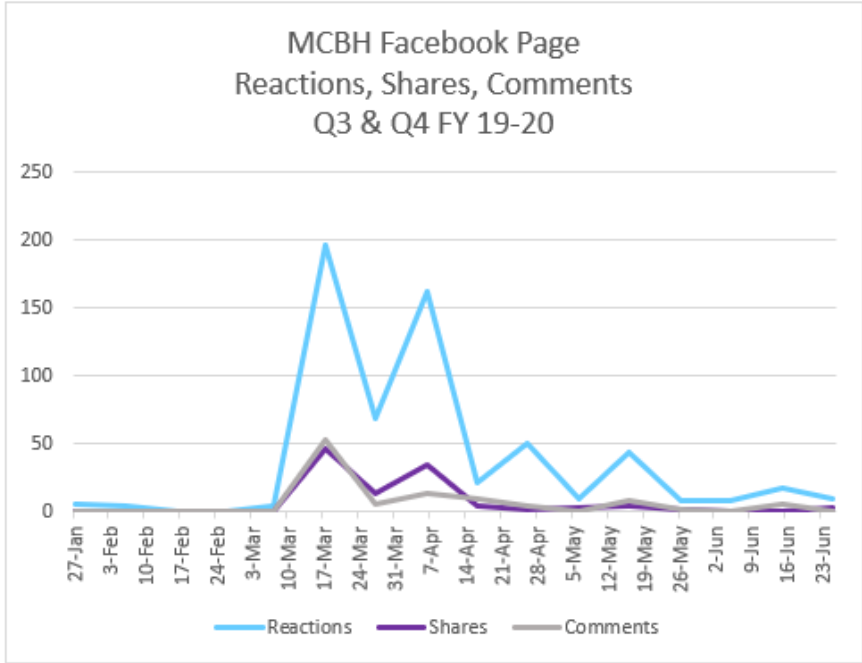
Wellness Groups		
Program	Number of sessions offered	Average number of attendees
Wildflower Hike	2	3
Socials	2	8
ESUSD School Groups		
Program	Number of sessions offered	Average number of attendees
Strong Kids - Conflict Resolution	6	3
Strong Kids - Social Skills	6	10

ESUSD School Groups and Wellness Program Outcomes: FY 2019-2020

<i>Wellness Groups</i>		
Program	Number of sessions offered	Average number of attendees
Mommy & Me Yoga	14	7
Keto Cooking	5	5
Hiking	2	1
PIP	10	1
Arts & Crafts	15	6
Socials	9	5
Mindfulness	9	1
<i>ESUSD School Groups</i>		
Program	Number of sessions offered	Average number of attendees
Kids Yoga - 1st Grade	15	15
Kids Yoga - 2nd Grade	15	16
Kids Yoga - Kinder	10	24
HS Cooking Group	16	11

Mono County Behavioral Health Facebook Page: FY 2019-2020





MCBH recognizes that it still has significant room for improvement in the development and collection of meaningful outcomes and demographic data across its PEI programs. MCBH plans to eventually use the data collection tools developed through a partnership between the County Behavioral Health Directors Association MHSA Committee and Center for Integrated Behavioral Health Solutions for the Measurements, Outcomes, and Quality Assurance (MOQA 3) project.

INNOVATION: FY 20-23 & ANNUAL UPDATE 20-21

Eastern Sierra Strengths Based Learning Collaborative

In September 2017, the Mental Health Service Oversight and Accountability Commission (MHSOAC) approved MCBH's Innovation project, entitled Eastern Sierra Strengths-Based Learning Collaborative. Through stakeholder focus groups and staff discussions, MCBH identified a need for project extension both in terms of time and funding. This extension request was approved by both the Mono County Board of Supervisors and the Mental Health Services Oversight and Accountability Commission (3/28/19). For the full extension, please see the MHSOAC 2018-2019 Annual Update. The final project end date was January 30, 2020.

For this Innovation plan, Mono County has developed a regional collaborative called the Eastern Sierra Strengths Based Learning Collaborative with the neighboring Counties of Inyo and Alpine. The Collaborative focuses on training County staff and partners on the Strengths Model, developed by the University of Kansas School of Social Welfare. Nine sessions were facilitated by an expert trainer/coach from the California Institute for Behavioral Health Solutions (CIBHS) over a period of 18 months to assist in skill development for staff in order to provide improved services to clients, prevent staff burn out, and integrate this best practice in the three counties.

The extension of the project included one-on-one coaching with staff, additional training in Motivational Interviewing (MI) techniques, more in-person time in Mono County for facilitators to engage with and train community partners, and additional funds for more qualitative evaluation. The one-on-one coaching and additional MI training was designed to help provide additional support to staff who are serving as the "project champions" and ensure that other staff have an opportunity to really hone their Strengths Model skills with the help of experts.

Adding more in-person time in Mono County for facilitators to engage with and train community partners was designed to help alleviate the challenges around time and travel that have come up since implementation. It was also designed to allow the facilitators to tailor the content specifically to the partners attending and break the Strengths Model down appropriately.

For a summary of the successes and shortcomings of this Innovation project, as well as the key learnings, please continue to the Innovation Annual Project Reports Section of this Plan and Annual Update. For the most updated version of the MHSOAC-approved Innovation Plan, please see the MHSOAC 18-19 Annual Update:

- https://www.monocounty.ca.gov/sites/default/files/fileattachments/behavioral_health/page/30423/mono_mhsa_fy_18-19_annual_update_final_approved.pdf

DRAFT

Help@Hand (a.k.a. “The Technology Suite”)

This project, implemented in multiple counties across California, is bringing interactive technology tools into the public mental health system through a highly innovative set or “suite” of applications designed to educate users on the signs and symptoms of mental illness, improve early identification of emotional/behavioral destabilization, connect individuals seeking help in real time, and increase user access to mental health services when needed. Counties have pooled their resources through the Joint Powers Authority, CalMHSA, to jointly manage and direct the use of selected technology products. The first formal name of this project was “Increasing Access to Mental Health Services and Supports Utilizing a Suite of Technology-Based Mental Health Solutions” and was called the “Technology Suite” for short. Farther along in the project, after working with a marketing firm, stakeholders, and peers, the project was rebranded as Help@Hand.

Innovation serves as the vehicle and technology serves as the driver, promoting cross-county collaboration, innovative and creative solutions to increasing access and promoting early detection of mental illness and signs of decompensation, stopping the progression of mental illness and preventing mental illness all together.

The MHSOAC first approved Mono County Behavioral Health to participate in the Technology Suite/Help@Hand on February 22, 2018. Due to unforeseen circumstances, however, Mono County did not begin expending funds on this project until October 18, 2019. Mono County has been informed by MHSOAC staff members that October 18, 2019 will now serve as the new start date for this project. The original approved project timeline was 15 months and prior to the pandemic, MCBH requested an extension of seven months to create a total project timeline of 24 months. However, as MCBH approaches the October 2021 deadline, we realize that we were unable to focus on the implementation of the Help@Hand project from March 2020-May 2021. As a result, MCBH has requested an updated deadline that aligns with the rest of the Cohort 1 Help@Hand Counties. The new anticipated end date will be 2/8/23. MCBH sent a letter to the MHSOAC informing them of this extension request on 5/7/21. See Appendix D for a copy of this letter and a screenshot of the email sent.

In FY 21-22, MCBH is hoping to implement one of the ready “out-of-the-box” solutions that CalMHSA is offering to counties and intends to expend at least \$5,000 on local salaries and benefits for that implementation.

Upcoming Projects: Mobile Crisis Response

In FY 20-21, MCBH began participating in the Crisis Now Learning Collaborative, which is part of the MHSOAC’s innovation incubator project. In the FY 19-20 Annual Update, Mono County identified the need for a mobile crisis response team but did not have the staff capacity or expertise to launch this project. Fortunately, a timely opportunity arrived through the MHSOAC

to participate in this learning collaborative and MCBH was able to assign a local consultant and community leader to participate in the bulk of the trainings. Until the Innovation plan is approved, these planning and learning costs are being absorbed through the Crisis Stabilization and Intervention Program in CSS. At the close of the learning collaborative, MCBH believes that it will have the information required to draft an Innovation project plan for a mobile crisis response team. For this project, the Department will be bringing in partners from law enforcement, the Mono County paramedics department, and potentially from neighboring Inyo County. It is MCBH's intention to bring this plan to the MHSOAC Commissioners by June 30, 2022, as the Department also has Innovation funds that will be subject to reversion at the end of FY 21-22; the project will include funding from inter-departmental trainings, as well as equipment such as iPads, etc. Staff look forward to meeting this important community need.

DRAFT

INNOVATION PROJECT REPORTS FY 20-23 & ANNUAL UPDATE 20-21

Eastern Sierra Learning Collaborative Final Project Report:

This Final Project Report will begin with a narrative description of the project's progress, continue with the learnings and deliverables, and conclude with a list of progress made and whether each item was completed. For a full description of the project, please reference the Innovation section above.

The majority of Mono County Behavioral Health (MCBH) staff participated in the five-session Strengths Model Learning Collaborative along with staff from Alpine and Inyo County. By the end of the learning collaborative, all three counties had implemented the group supervision process, had incorporated the Strengths Assessment and Personal Recovery Plan tools into their case management services, and had embedded many of the methods and interventions of the model in their practice approaches. The learning collaborative approach benefitted staff at all three counties by generating a shared enthusiasm for learning the Strengths Model tools, methods, and interventions, sharing challenges in applying the approaches across a diverse set of clients, and being able to practice using the approaches with each other.

Following the collaborative, Alpine County continued with implementation apart from Mono and Inyo County. Being an extremely small county, the structure of their services was completely different than the other two counties and did not think they benefited from further cross agency support beyond the collaborative. Staff in Mono and Inyo, particularly at the leadership level, continued to share learning with each other after the collaborative. Eventually, Inyo county hired a staff person to oversee Strengths Model implementation and sustainability and Mono County continued to receive support from CIBHS.

There was significant turnover for Mono County in 2020, so many new staff needed to be trained in the Strengths Model who were not part of the original learning collaborative. Mono County also hired a new clinical director in 2020, who was also not part of the learning collaborative, who need additional coaching in addition to the training in order to develop skills related to facilitating group supervision, reviewing and giving feedback on Strengths Model tools, using the Recovery Movement Indicator (RMI) to track progress towards goal achievement, and conducting field mentoring sessions. While some progress was made, the clinical director left Mono County before the end of 2020 which stalled efforts to progress towards high fidelity in Strengths Model practice.

Mono County also did a modified version of the Strengths Model training for office support staff. While the focus was not on the tools and interventions of the model, they learned principles and approaches that could be used in their engagement with clients and staff.

In an effort to overcome some of the staff-related barriers described above, MCBH extended its learning collaborative to include Motivational Interview (MI) training for staff, one-on-one coaching, and a training for community partners. While the training for community partners was not determined appropriate upon implementation of the project extension, the former two program components were successful and well-received by staff.

Staff participated in a two-day workshop on motivational interviewing. The workshop included didactic explanations of the spirit and processes of MI, as well as experiential practice using the skills of MI to evoke change talk, dance with discord, and soften sustain talk.

One non-supervisory staff member was chosen to work with other staff in building/maintaining their skills in MI. As part of this process, this therapist submitted audio recordings (of herself doing motivational interviewing) to be coded using the Motivational Interviewing Treatment Integrity (MITI) instrument (version 4.2). This scale uses four scales to rate adherence to the tenets of MI, with ratings ranging from 1 (worst) to 5 (best). The desired standard (the “target”) of coding is to have two, consecutive recordings in which all scales have a rating of at least “4.”

Consultation was provided to this therapist as she began implementing MI “coaching circles” (regular sessions to improve understanding and proficiency using MI). She and the consultant would discuss a topic to bring to the coaching circle and plan how to lead staff in practicing a particular skill. The staff member would report back on progress, and the consultant at one point visited the coaching circle via video conference. Staff overall reported enthusiasm for the model and appreciation for skills that helped them provide the best possible services.

Unfortunately, the project ended when this staff member—the MI “champion”—left for another employment opportunity. However, there are some valuable lessons learned that apply throughout the learning collaborative. Perhaps the most important of these lessons are the need for cross-training and supervisors who support the vision of the department and its key initiatives.

Learnings and Deliverables

1. *MCBH’s first goal to learn or better understand how to facilitate cross-county and inter-agency collaboration. We want to learn exactly what steps need to take place for counties to come together and identify needs, identify solutions, and implement those solutions using shared resources. What additional steps need to be taken to include other county partners in such collaboratives?*
 - a. One of the most crucial lessons that MCBH learned about itself and about collaboration as a whole is that a department must have the internal infrastructure,

buy-in, and capacity to support a learning collaborative. Without these components, a department's leadership can come together to brainstorm needs, solutions, and shared resources, but unfortunately the learnings will not be impactful and long-lasting.

- b. From a logistics perspective, MCBH was able to complete all components of this learning collaborative (contracting, scheduling, etc.) and staff were able to network with staff from Inyo and Alpine Counties and develop a deeper understanding of the work that's done in those departments.
 - c. Mono County staff who participated in the learning collaborative achieved a higher level of proficiency in Strengths Model practice than did staff who were employed after the learning collaborative. Some of this can be attributed to the expectations that were set across the three counties to implement the model, the cross learning and experiences that was shared between staff of the three counties, the individualized on-site coaching support that occurred between sessions, and the use of fidelity reviews to monitor and share feedback on progress between the three counties. The staff who attended the learning collaborative continued to learn and build skills related to Strengths Model practice following the collaborative, but growth was stagnated due to insufficient supervisory support in 2020.
 - d. From these lessons, MCBH was able to bring on additional supervisory staff and boost three additional staff to a formal leadership team that meets weekly. Together, this team is creating and sustaining a shared vision for departmental operations that extends across the administrative, programs, clinical, and substance use disorders teams. Moreover, the department recently adopted a set of core values and the expected behaviors that support those values. When MCBH participates in future learning collaboratives, the leadership team will first ensure that the collaborative aligns with the department's core values and then determine how any performance issues related to the collaborative will be supervised based on the core values.
2. *MCBH's second goal is to learn or better understand what factors serve as facilitators or barriers to cross-county collaboration, specifically from a bureaucratic standpoint. This will allow MCBH to understand what systems or resources need to be in place for such a Collaborative to be successful.*
- a. The presence of a skilled Strengths Model case manager supervisor is critical to success implementation of the model to high fidelity. While staff benefited from their learning and skill development during the learning collaborative sessions, Mono County did not have a person in this role at the end of the collaborative. This position is critical to help staff make specific application of the knowledge and skills learning in training to their work with specific clients. The supervisor is also critical to set expectations for the use of tools and provide feedback.
 - b. The presence of at least one champion within the organization is key. During the learning collaborative, there were key people identified within each organization to ensure movement towards fidelity and facilitate communication between implementing staff and the implementation consultants to address specific barriers.

Turnover within Mono County proved to be problematic in this area as some champions left the organization and the model was not fully embedded within agency culture and practice.

- c. If MCBH intends to continue to the work of the Strengths Model, it is recommended that the department appoint a designated champion for Strengths Model case management implementation who also has decision making authority within the agency. It is essential that elements of Strengths Model practice be embedded within policy, procedures, and structures at Mono County. This would include, but not be limited to, case manager job descriptions, performance evaluations, professional development, and service and practice expectations.
 - d. Aside from its internal challenges, MCBH also encountered challenges related to the Medi-Cal system as a whole from a bureaucratic perspective. Medi-Cal can place barriers in how county behavioral health agencies work together across county lines. Although Inyo, Mono, and Alpine may have improved their working relationships and learned more about the resources each offers, the three departments were unable to really discuss how they might blend programs across county lines due to these types of barriers.
3. *MCBH's third goal is to learn or better understand the benefits of such a collaboration in remote, rural environments. What is the value of "cross-pollinating" staff within these three small departments and the community partners? Will staff be better equipped to leverage resources and make referrals to services across county lines (especially related to local agencies that already have a cross-county presence like IMACA and Wild Iris)? What other unforeseen benefits might this collaboration have?*
- a. Cross agency collaboration is useful to implement a complex clinical evidence-based practice. Over the five learning collaborative sessions, all three counties made substantial progress in implementation. This included putting in place key structural components of the model as well as achieving a base proficiency in the practice components. Enhanced expectations, cross agency learning, and frequent check-ins to share progress in implementation were all key facilitators to success. Following the learning collaborative, progress towards high fidelity slowed. Continued cross learning and support, particularly at the supervisor and leadership level may have contributed to further progress and efforts around sustainability. Turnover at the supervisor level for both Mono and Inyo County in 2020 made this difficult. That said, based on progress during the learning collaborative, establishing regular meetings between supervisors and leaders of the two counties is warranted.
 - b. Although, MCBH does not have data that specifically state whether or not staff are better equipped to leverage resources and make referrals to services across county lines, as mentioned above, staff who participated in the learning collaborative have a better understanding of how our neighboring partners operate and the different resources that might be available or that we can build off of.
 - c. Another lesson learned is that the departments could have benefited from more unstructured networking time with colleagues from Inyo and Alpine. Additionally, many of MCBH's staff members are more early in their careers and many haven't

received coaching on the value of networking during events with new colleagues. Across all three agencies, staff members tended to eat lunch or take breaks with members of their own teams, rather than branching out to network with team members from other agencies.

4. *MCBH's fourth goal is to learn how community partners will benefit from in-person tailored training.*

- a. Due to a lack of buy-in from key MCBH staff, MCBH was not able to implement the Strengths Model in its own department to a high degree of fidelity during the life of this INN project. Therefore, it was determined that a training for community partners would be pre-mature. As a result of new leadership staff, MCBH is, however, exploring opportunities for other types of training for key community partners. One example is to provide a training on the school-to-prison pipeline for members of the community who sit on the Student Attendance Review Board (SARB), as discussed in prior sections. Such a training will be informed by a strengths-based approach and MCBH will continue to push forward strengths-based approaches with its community partners through other types of trainings.

5. *MCBH's fifth goal is to learn how Motivational Interviewing training and one-on-one coaching will help build staff capacity in Mono County.*

- a. In reflecting upon the MI training and subsequent one-on-one coaching and coaching circles, it is clear that the MI training helped build staff capacity at MCBH; however, as with any initiative there are varying rates of uptake/success depending upon the staff member. The presence of at least one champion—who has the enthusiasm and subject knowledge to work with other staff—was a critical component of creating space for regular skills practice. In an ideal world, there would be more than one champion so the project can stay together even if one champion leaves.

Staff expressed enthusiasm when the consultant worked with them directly, but at times the therapist championing the effort met some resistance to learning/practicing. Future endeavors should explore staff preferences for training/practice and perhaps more frequent, direct interaction by the consultant with the members of the coaching circle. Additionally, a supervisor can/should add training/practice to each staff member's professional development plans.

As mentioned above, there were varying rates of understanding, and some staff reported difficulty transferring skills practiced in coaching circles to actual use in the field. One possible way to address this in the future would be to for the instructor to provide in vivo observation as a worker utilizes the skills with a client and then provide feedback and recommendations for improvement.

DRAFT

MCBH will primarily use a process evaluation to track the implementation of the Eastern Sierra Strengths Based Learning Collaborative. The progress made thus far is outlined below:

Progress in FY 2017-2018 through January 30, 2020:

- Identify Individual County Needs *Complete*
- Directors Meet & Discuss Common Needs & Goals *Complete*
- Research Potential Solutions *Complete*
- Directors Agree on Solution & Create Timeline *Complete*
- Directors Discuss Funding *Complete*
- Directors Discuss Solution with Leadership & Staff (build buy-in/political will) *Not Completed*
- Develop Strategies to Overcome Barriers *Complete*
- Refine/Adjust Timeline *Complete*
- Write Any Necessary Plans/Applications *Complete*
- Public Comment/BOS/MHSOAC Approval (if needed) *Complete*
- Contract Signed *Complete*
- Schedule Sessions *Complete*
- Plan Travel *Complete*
- Account for Client Scheduling *Complete*
- Pay All Expenses *Complete*
- Conduct Learning Sessions *Complete*
- Conduct Additional Training/Support In-Person as Needed *Goal: January 31, 2019-December 30, 2019 Partially Completed*
- Conduct Evaluation *Goal: December 1, 2019-January 30, 2020 Complete*
- Disseminate Results *Goal: Complete by January 30, 2020 Completed as part of MHSA Three-Year Plan and Annual Update*

MCBH looks forward to producing the deliverables outlined in the full Innovation plan upon the plan's completion on January 30, 2020.

Help@Hand (a.k.a. Technology Suite) Annual Project Report:

Although MCBH has not actively been participating in the implementation process of the Help@Hand project for approximately 1.5 years, the Department has continued to contribute to the evaluation findings. Please see the Year 1 and Year 2 evaluation report links below as well as screen shots of the Executive Summaries of each report.

Full Year 1 Evaluation Report:

https://www.monocounty.ca.gov/sites/default/files/fileattachments/behavioral_health/page/10057/helphand_annual_evaluation_report_-_year_1.pdf

Full Year 2 Evaluation Report on the MHSA page and the link below:

https://www.monocounty.ca.gov/sites/default/files/fileattachments/behavioral_health/page/10057/helphand_evaluation_year_2_annual_report_memo_v2.pdf

DRAFT

Year 1 Executive Summary:

EXECUTIVE SUMMARY

INTRODUCTION

Help@Hand is a five-year statewide collaborative demonstration project funded by Prop 63 (also known as the Mental Health Services Act) that is designed to bring interactive, technology-based, mental health solutions into the public mental health system through a highly innovative set, or “suite”, of mobile applications. The project also integrates Peers (individuals with lived experience of mental health issues and co-occurring issues) throughout the project. Currently, twelve Counties and two Cities participate in the project. These include: Kern, Los Angeles, Marin, Modoc, Mono, Monterey, Orange, Riverside, San Francisco, San Mateo, Santa Barbara, and Tehama Counties; Tri-City; and City of Berkeley.

The primary activities of Help@Hand over the past year can be characterized by four R's: Re-innovate; Re-envision; Re-organize; and Reach.

Re-innovate

- Released a Request for Statement of Qualification (RFSQ) in order to add new apps to suite
- Developed a process to pilot new apps
- Established the Help@Hand Peer Model by defining Peers and their role in the project

Re-envision

- Identified key strategic priorities to guide the first Tech Suite Innovation collaboration of County/City behavioral health departments in California
- Created and adapted tools, training, and support to help critically examine apps within the behavioral health setting
- Sought guidance from various experts in technology implementation, finance, and digital legal fields

Re-organize

- Reorganized the budget model:
 - Allocated more funds for local control to allow more decision-making autonomy and resources for County/City level implementation
 - Retained funds at the Collaborative level to allow cost sharing for common needs

Reach

- Met with local stakeholders to provide updates and gather feedback on topics such as digital mental health literacy
- Published first Quarterly Stakeholder Update Report and began planning webinars for the public
- Created the Help@Hand brand and developed a marketing plan

HELP@HAND EVALUATION ACTIVITIES AND FINDINGS (YEAR 1- SEPTEMBER 2018 TO DECEMBER 2019)

Market Surveillance examined technologies in the marketplace similar to Help@Hand and found:

- There is considerable variability in the app marketplace.
- The content or functions of apps change, sometimes quickly, due to updates. Furthermore, apps frequently are added or removed from the marketplace or change names.
- Digital phenotyping apps were not widely available for the public.
- Obtaining usage data will be key to measuring the success of Help@Hand apps.
- Only a small number of users ever used the app again after the day of download.

Site Visits with County Leadership, Clinicians, and Staff found:

- A particular technology's success is likely influenced by contextual factors outside the technology itself, including perspectives of leadership, providers, and Peers.
- Help@Hand technologies met with initial enthusiasm from clinicians, but unanticipated barriers resulted in challenges with meeting those expectations.
- Positive impressions are not sufficient to lead to successful implementation.
- Developing local champions appears to be a key strategy for achieving effective communication and knowledge, as well as successful implementation.
- Using technology in mental health service delivery is new and unanticipated challenges are likely to occur. Identifying and addressing these challenges quickly is important to maintain positive impressions and engagement.

Peer Program Evaluation consisted of interviews and surveys, and indicated:

- Peers are a ready and valuable resource with great potential to inform the appropriate selection and deployment of Help@Hand technology.
- There was a great deal of variability in how Peers were identified, hired, trained, managed and supervised.
- More clearly defining the Peer role and providing appropriate support will facilitate retention.

Data collected through heuristic evaluations and surveys/interviews/focus groups with community members and technology users revealed:

- Community members see the potential value of using mental health technologies.
- Community members also revealed barriers to adoption and continued use of mental health technologies.
- Addressing usability concerns will be critical for encouraging the adoption and continued use of these technologies.

Work conducted on the outcomes evaluation and data dashboard consisted of:

- Working with the California Health Interview Survey and California Health and Human Services to develop a state-wide data collection strategy to assess Help@Hand outcomes.
- Identifying comparison counties to better understand the impact of Help@Hand.
- Incorporating multiple stakeholder perspectives to choose a mental health stigma measure through a community-based selection process.
- Obtaining publicly available data.

Preliminary work to evaluate the second Request for Statement of Qualifications (RFSQ) process suggests:

- Providing clear instructions to Vendors on information that should be presented during demos will make it easier for Counties to compare across technologies.
- Information related to available features, data storage, sharing, and security is important and useful to collect from Vendors.
- Understanding information related to the user experience of the apps is important to avoid the risk of wasting Counties' time, effort, and money.
- Standardizing processes, data collection strategies, and tools across Counties will enhance the value of the information that Counties will obtain from their efforts.



Recommendations based on findings from Year 1 are provided on page 63-65.

Year 2 Executive Summary:

EXECUTIVE SUMMARY

INTRODUCTION

Year 2 of the Help@Hand project was marked by the same critical ruptures, social upheavals, and unprecedented challenges that have shaped 2020 for all of us, and have made the work of providing targeted and accessible digital mental health therapeutics newly profound for our communities.

The COVID-19 pandemic has revealed itself to be a generation-defining complex of interrelated crises—not only the public health emergency which is still overwhelming Help@Hand counties/cities, but also new crises of rampant unemployment, housing issues, and much more. Meanwhile, 2020 witnessed thousands of protests that have demanded an evolution of the conversation around systemic racism and its effects in communities of color. And through all of this, the year in politics culminated in the national election in November, with Joseph R. Biden Jr. and Kamala D. Harris, respectively, selected as the President and Vice President of the United States.

The past year had several challenges, but also gave way for communities to speak loudly and clearly about their needs, strengths, fears, and hopes. 2020 revealed all of these needs to be inextricably linked, and emphasized the collective toll on mental health. And yet, Year 2 of the Help@Hand program has afforded a vital opportunity to respond to community need with renewed dedication and community-driven effort.

Year 2 of the project was a year of careful community needs assessments, rigorous assessment of digital therapeutic technologies and market surveillance, thoughtful piloting and implementation phases, and vital shared learnings across the collaborative with an emphasis on even greater cross-unit collaboration moving forward. Critical insights into the needs and trends of different linguistic communities, age groups, and regions with respect to the use of digital and online mental health tools were gained. A high-level overview of Year 2 program and evaluation activities as well as learnings is provided below. As the program looks ahead to Year 3, it will continue to build upon the successes and learnings of this unparalleled, yet incredibly formative year.

HELP@HAND EVALUATION ACTIVITIES AND LEARNINGS

SYSTEM EVALUATION- MARKET SURVEILLANCE, ENVIRONMENTAL SCAN, AND COLLABORATIVE PROCESS EVALUATION

The Year 2 system evaluation focuses on evaluating system-related factors that may affect Help@Hand. It presents evaluation activities and learnings from the market surveillance, as well as the status of the environmental scan and the collaborative process evaluation. Findings include:

- User experience assessment suggests that many mental health apps offer interesting, engaging, and easy-to-use support. However, limited accessibility features indicate that not everyone can get on-demand support from these apps and may face barriers beyond ease of use.
- User experience, downloads, and engagement were higher for chatbot apps than for meditation or peer support apps.
- Digital phenotyping, an approved component of Help@Hand technologies, is not a widely available feature in publicly available mental health apps.
- Apps identified through Help@Hand's most recent Request for Statement of Qualification (RFSQ) tended to underperform in the marketplace in terms of number of downloads and number of monthly active users.

PEER EVALUATION

The evaluation of the Peer component carried out in Year 2 documents Peer activities, identifies successes and challenges to implementing the Peer component, and shares lessons learned across the Collaborative. Findings include:

- Peers are playing an active role in supporting the Help@Hand program across the Collaborative. There is enthusiasm overall for the contribution of the Peer component to the Help@Hand project.
- Digital educational materials can be delivered remotely to address digital literacy, in response to the in-person constraints brought about by COVID-19.
- Peers have been engaged in digital product testing throughout Year 2, and counties/cities plan to sustain this engagement into Year 3.
- Over time, more counties/cities are reporting successes with incorporating Peer input into Help@Hand decisions, but challenges to program implementation are being reported by an increasing number of counties/cities.

COUNTY/CITY TECHNOLOGY, USER EXPERIENCE, AND IMPLEMENTATION EVALUATION

In Year 2, the Help@Hand evaluation team conducted needs assessments to assure that technologies remain appealing and accessible to all users throughout the reach of the Collaborative. In particular, the needs of Los Angeles community college students and individuals within the Riverside County Deaf and Hard of Hearing Community were assessed, and plans for additional assessments with Orange County were initiated.

Marin, Riverside, San Francisco, and San Mateo Counties, as well as City of Berkeley and Tri-City explored different technologies with target populations to provide valuable feedback about how well or poorly specific technologies were received, which in turn will inform the pilot and implementation phase of selected technologies.

Meanwhile, Los Angeles, Marin, San Francisco, San Mateo, Santa Barbara, and Tehama Counties planned pilots to test potential technologies. A few of these pilots were paused or discontinued for various reasons. At the same time, Los Angeles and Orange Counties implemented technologies, with the intention of offering these technologies to a larger group of community members or using them for the remainder of the project.

In addition, the Help@Hand Collaborative developed a framework to rapidly launch technologies to respond to the needs of their communities during COVID-19. Riverside County developed and launched a peer-chat app called Take my Hand in 2020. San Francisco County is planning to partner with Riverside County on piloting this app as well in 2021. Another technology launched was Headspace, which Los Angeles and San Mateo Counties began offering to county residents in 2020. San Francisco plans to launch Headspace in their county in 2021.

Also, Monterey and Los Angeles Counties released a Request for Information and created a Request for Proposal as part of their development of a tool that screens and refers residents of Monterey County.

Finally, Kern and Modoc Counties completed their projects and transitioned off of Help@Hand. Exit interviews were conducted with both counties.

OUTCOMES EVALUATION AND DATA DASHBOARDS

The outcomes evaluation assesses Help@Hand's overall impact in the state of California. Key findings include:

- For both teens and adults, individuals with higher distress levels were more likely to have used online tools to connect with other individuals living with similar addiction or mental health conditions.

- California Health and Human Services (CHHS) and its Institutional Review Board (IRB) approved the Help@Hand evaluation team request for data from vital statistics, which allowed the evaluation team to start analyzing data regarding suicides, and drug and alcohol overdoses. The analysis of the five-year baseline period from 2015 to 2019 revealed that the general rates of suicide and overdose are generally slightly higher in comparison counties than in Help@Hand counties.

RECOMMENDATIONS

Recommendations based on evaluation learnings are provided on page 97 for the Help@Hand Collaborative and the individual Help@Hand counties/cities.

WORKFORCE EDUCATION AND TRAINING: FY 20-23 & ANNUAL UPDATE 20-21

The Workforce Education and Training (WET) program includes five different funding categories, including Training and Technical Assistance (TA), Mental Health Career Pathway Programs, Residency and Internship Programs, Financial Incentive Programs, Workforce Staffing Support. MCBH does not presently have a full time WET Coordinator. Instead this position is filled by the Program Manager, Amanda Greenberg, MPH. See WET Table 1 below for a summary of these programs, which promote community collaboration, cultural competence, and wellness and recovery.

WET Table 1. WET Service Categories & Programs/Services

Service Category	Training & TA	Residencies & Internships	Financial Incentives
Programs and Services	<ul style="list-style-type: none"> • Trainings & Conferences 	<ul style="list-style-type: none"> • Staff Supervision 	<ul style="list-style-type: none"> • Loan Assumption Program

Training and Technical Assistance (TA):

MCBH continues to coordinate and fund training, TA, and other related activities for staff members under its Trainings and Conferences Program within the Training and TA funding category. Staff are encouraged to identify their individual and collective training needs and seek out ongoing education both locally and regionally. Department leadership also identifies training needs and opportunities that align with MCBH’s vision and mission. In FY 2019-20, staff attended the annual Central Valley Latino Conference and the Gathering of Native Americans Facilitator Training, the FOCUS family resilience training, and a variety of other trainings outlined in MCBH’s Cultural and Linguistic Competency Plan. The department paid for two staff members to begin their 200-hour yoga certification online and worked with Youth Development Network on a team-building and professional development initiative. Additionally, MCBH paid for a consultant to attend the Mental Health First Aid (MHFA) train the trainer training and she has begun offering MHFA courses throughout the County.

In FY 2020-2021, MCBH did all of its trainings and in-services remotely. The leadership team also began working towards the creation of the “Mono County Behavioral Health Training and Professional Development Academy,” in which, MCBH becomes more of a learning environment than ever before. The department also assigned staff to fulfill the duties of an

ethnic services coordinator and launched into a series entitled “Moving Toward Racial Equity.” Through these trainings, the behavioral health team is using the Government Alliance on Race and Equity (GARE) model on normalizing the conversation of racism, and to create a common language that will allow the team to learn more in-depth concepts related to systemic racism and on implicit biases within their own department.

MCBH has also been instrumental in helping to influence the County as a whole to take on racial equity work. On October 13, 2020, the Mono County Board of Supervisors unanimously passed, approved, and adopted a “Resolution Recognizing Racism as a Public Health Crisis and Affirming Mono County’s Commitment to Building Racial Equity and Reducing Disparity.” As part of the resolution, the County Administrative Officer and the County staff were directed to develop a workplan that commits to Justice, Equity, Diversity, and Inclusion work (JEDI). The JEDI commission has been established and the group is now paving the way to provide and participate in trainings that are data driven, with the goal of educating county employees on structural racism, justice, equity, and diversity in the county workplace.

On a smaller scale, MCBH hosts an hour-long in-service every other week to help staff build skills on different subjects. One staff member is becoming certified to teach kids yoga in Spanish and two others recently completed their trauma informed yoga teacher certifications.

In FY 21-22 and 22-23, MCBH continues to build upon the momentum gained through the racial equity work by implementing the work identified in the GARE model. Additional implicit bias trainings, a training for community partners on the “school-to-prison-pipeline, and additional to-be-identified trainings are planned in the coming two years. Finally, MCBH plans to support at least two staff members in pursuing their Peer Support Specialist Certifications and continues to provide up to \$900 to each staff member to pursue college classes outside of work hours.

Mental Health Career Pathway Programs:

MCBH employs several staff members who grew up in Mammoth Lakes, received training in the health and human services field, and then returned to seek employment with MCBH. Although the department does not currently have any formal career pathway programs in place, MCBH participates in the Senior Symposium in “normal times,” which helps prepare students for life after high school, including job selection. The department also believes that through its outreach and stigma reduction work, it is making it more possible for individuals to pursue careers in mental health. As mentioned in the PEI portion of this plan, MCBH plans to have a part-time staff member on the Cerro Coso Community College campus in Mammoth Lakes in FY 22-23. It is the hope of MCBH that that position will help identify opportunities to create mental health career pathway programs.

Residency and Internship Programs:

MCBH frequently has intern staff. Funds from this category may be used to pay for time required of the Clinical Supervision and Director to supervise post-graduate interns or the contract for supervision of LCSW staff.

Financial Incentives Programs:

In this loan assumption program, MCBH pays back up to \$10,000 per year on the principle of student loans related to behavioral health education. MCBH believes that this program has helped retain its staff, which is a significant concern in remote Mono County. The department will be continuing this program from 2020-2023 as funds allow. In total, one staff member took advantage of this program in FY 19-20 and two will use it in FY 20-21. It is anticipated that four staff will receive loan repayment in FY 21-22 and 22-23.

WET Central Regional Partnership:

Thanks in part to a legislative action that provided a “match” for WET funds contributed to the regional partnership, MCBH is participating actively in the WET Central Regional Partnership for the first time in many years. In contributing approximately \$11,000, MCBH will see the benefit of approximately \$33,000 in a variety of programs as shown in the screen shot below. Beginning in FY 21-22, MCBH will be requiring clinical staff to apply for loan assumption first through OSHPD before local funds may be applied.



Challenges or barriers, and strategies to mitigate | Identify shortages in personnel

Trying to develop a behavioral health specialty within a small, rural county is very difficult due to the small scale of specialist concerns. As a result, most providers at MCBH are more “generalists.” Furthermore, to attend off-site trainings in larger cities such as Sacramento, Los Angeles, or San Francisco often requires at least a half day of travel and a stay overnight. MCBH does not currently have a Workforce Staffing Support program. Finally, as noted previously in this plan, MCBH has several open positions. When MCBH is able to fill these positions, it will have greater capacity to serve the mental health needs of Mono County residents.

List any significant changes in Three-Year Plan, if applicable

Significant changes include engaging in the WET Central Region Partnership, including the contribution of \$11,000; additional loan assumption funding; investment in yoga teacher trainings; investment in Peer Support Specialist certifications; and a focus on racial equity work as part of MCBH’s efforts to place justice, equity, diversity, and inclusion at the center of its team and work. Finally, due to an accounting error, MCBH has a balance of WET expenditures from FY 18-19 and 19-20 and will be transferring enough from CSS into WET to be able to pay that balance and move forward with the programs planned.

CAPITAL FACILITIES/TECHNOLOGICAL NEEDS: FY 20-23 & ANNUAL UPDATE FY 21-22

As part of the MHSAs Housing Program outlined in the CSS portion of this report, MCBH is planning to a permanent supportive housing project which will provide on-site services through Capital Facilities. Originally, MCBH was planning to partner with Integrity Housing, an affordable housing developer based in Irvine, CA; however, after more than a year attempting to find a site, MCBH terminated its pre-development loan agreement with Integrity Housing. Following this decision, MCBH was invited by the Town of Mammoth Lakes to participate in its 400+ unit affordable housing development on “The Parcel,” a 25-acre parcel of land in the center of Mammoth Lakes and owned by the Town.

Through its own RFP process, the Town selected The Pacific Companies as the developer for the Parcel and MCBH executed its own agreement with Pacific for the inclusion of 13 units of affordable housing specifically for individuals with mental health conditions. MCBH’s project will be included in the first phase of the development, which will be an 81-unit complex with a community center and day care facility on site. Additionally, MCBH worked collaboratively with Pacific to submit a noncompetitive allocation of \$500,000 from the No Place Like Home (NPLH) program to help fund this housing facility. In FY 20-21, MCBH will expend its remaining \$306,021 Capital Facilities funding that was up for reversion under AB 114 on the MCBH satellite office that will be constructed on the first floor of this housing development. This office will provide supportive services to all residents and community members.

MCBH is transitioning to a new electronic health record (EHR) system in FY 21-22, the cost of which will be absorbed in our administrative costs and spread across components at the advice of our fiscal consultant.

Challenges or barriers, and strategies to mitigate

MCBH continues to closely monitor the progress that all partners are making toward the construction of the affordable housing development on “The Parcel,” though the department is hopeful that the combination of partners will help ensure the success of the project.

List any significant changes in Three-Year Plan, if applicable

Significant changes include: identification of a site for affordable housing; change in development partner; submission of No Place Like Home application; and expenditure of AB 114 funds on satellite office co-located at “The Parcel.”

TRANSFERS FY 20-23 & ANNUAL UPDATE 20-21

In FY 19-20, MCBH reported a transfer from its Prudent Reserve into its CSS funds as a result of legislative changes placing a cap on the maximum amount of prudent reserve funds allowable. These funds are being used for the MHSA Housing Project.

Due to an accounting error on a previous Annual Revenue and Expenditure Report, MCBH was under the impression that it had more funds available in its WET accounts in FY 18-19 and FY 19-20 than it did. The Department overspent its WET balance in FY 18-19 and 19-20 before realizing the error. In FY 20-21, MCBH is reporting a significant transfer of funds (but less than the 10% of CSS allowable) to cover the overage in 18-19 and 19-20.

Transfers to WET are also planned for FY 21-22 and FY 22-23.

DRAFT

MHSA EXPENDITURE PLAN BY COMPONENT 2020-2021

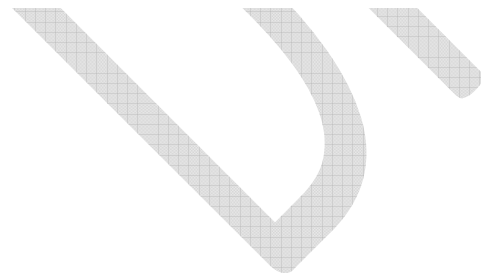
Mono County MHSA Component Expenditure Worksheet 2020-21

	Component						
	CSS	PEI	INN	WET	CFTN	PR	
FY20/21 Estimated MHSA Revenue	\$ 1,289,203	\$ 322,301	\$ 84,816				\$ 1,696,320
FY20/21 Estimated Other Revenue	\$ 107,931	\$ 26,983	\$ 7,101				\$ 142,015
FY20/21 Est. MHSA Interest Revenue	\$ 80,718	\$ 20,180	\$ 5,310				\$ 106,208
FY20/21 Estimated Expenses	\$ 1,305,433	\$ 643,374	\$ 3,426	\$ 57,479	\$ 446,060		\$ 2,455,772
FY20/21 PR Transfer	\$ -					\$ -	\$ -
FY20/21 CFTN and WET Transfers	\$ (120,000)			\$ 120,000			\$ -

Community Services and Supports (CSS) Component Worksheet 2020-21

County: Mono

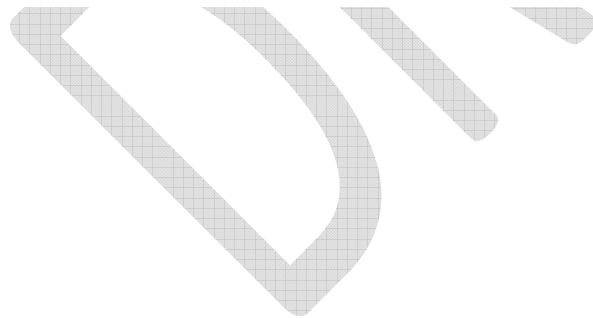
	FSP	GSD	O&E	Total CSS
CSS Programs				
1 FSP	\$245,286			\$245,286
2 Expansion of case management/supportive services		\$81,140		\$81,140
3 Wellness Centers		\$142,193		\$142,193
4 Crisis intervention/stabilization	\$750	\$750		\$1,500
5 Supportive Housing Services	\$25,000			\$25,000
6 Community Outreach & Engagement			\$49,306	\$49,306
7 Wrap Program	\$63,388	\$63,388		\$126,775
8 Telehealth Services	\$122,039	\$122,039		\$244,077
CSS Administration / Indirect Costs				\$423,355
CSS Community Program Planning				\$3,642
CSS MHA Housing Program				
Total CSS Expenditures	\$456,462	\$409,509	\$49,306	\$1,342,274



Prevention and Early Intervention (PEI) Component Worksheet 2020-21

County: Mono

	PEI	OIR	ALT	SDR	Total PEI
PEI Programs					
1 Peapod Playgroup Program	\$40,000				\$40,000
2 Parenting Classes	\$10,000				\$10,000
3 Walker Senior Center	\$120,000				\$120,000
4 North Star School-Based Services	\$87,332				\$87,332
5 Community Trainings		\$31,005			\$31,005
6 Outreach in Outlying Communities			\$68,430		\$68,430
7 Community Engagement				\$94,000	\$94,000
PEI Administration / Indirect Costs					\$208,997
PEI Community Program Planning					\$1,798
Total PEI Expenditures	\$257,332	\$31,005	\$68,430	\$94,000	\$661,562



Workforce, Education and Training (WET) Component Worksheet 2020-21

County: Mono

	FY 18-19	FY 19-20	FY 20-21	Total WET
WET Funding Category				
State Matching Program			\$0	\$0
Workforce Staffing Support				\$0
Training and Technical Assistance			\$0	\$0
Mental Health Career Pathways Programs				\$0
Residency and Internship Programs			\$0	\$0
Financial Incentive Programs	\$ 30,568	\$ 10,000	\$40,000	\$80,568
WET Administration / Indirect Costs		\$ 15,710	\$18,733	\$34,443
Total WET Expenditures	\$ 30,568	\$ 25,710	\$58,733	\$115,011



Innovation (INN) Component Worksheet 2020-21

County: Mono

	Total INN
INN Programs	
1 Help@Hand	\$3,426
2	
3	
4	
5	
6	
7	
INN Administration / Indirect Costs	
INN Community Program Planning	
Total INN Expenditures	\$3,426



Capital Facilities/Technological Needs (CFTN) Component Worksheet 2020-21

County: Mono

	Total CF/TN
Capital Facility Projects	
1 Permanent Supportive Housing	\$306,021
Capital Facility Administration / Indirect Costs	\$143,317
Total Capital Facility Expenditures	\$449,338
Technological Needs Projects	
Technological Needs Administration / Indirect Costs	\$0
Total Technological Needs Expenditures	\$0
Total CFTN Expenditures	\$449,338

DRAFT

2994313+MHSA EXPENDITURE PLAN BY COMPONENT 2021-2022

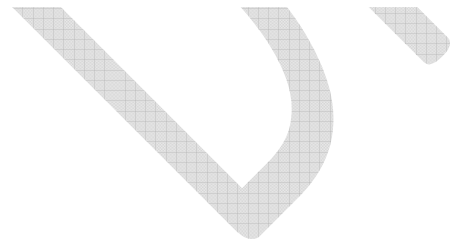
Mono County MHSA Component Expenditure Worksheet 2021-22

	Component						
	CSS	PEI	INN	WET	CFTN	PR	
FY21/22 Estimated MHSA Revenue	\$ 1,631,667	\$ 407,917	\$ 107,347				\$2,146,930
FY21/22 Estimated Other Revenue	\$ 71,922	\$ -	\$ -				\$ 71,922
FY21/22 Est. MHSA Interest Revenue	\$ 76,000	\$ 19,000	\$ 5,000				\$ 90,000
FY21/22 Estimated Expenses	\$ 1,806,853	\$ 871,079	\$ 197,297	\$ 119,084	\$ -		\$2,994,313
One Time MHSA Housing Project	\$ 1,500,000						\$1,500,000
FY21/22 PR Transfer	\$ -					\$ -	\$ -
FY21/22 CFTN and WET Transfers	\$ (120,000)			\$ 120,000			\$ -

Community Services and Supports (CSS) Component Worksheet 2021-22

County: Mono

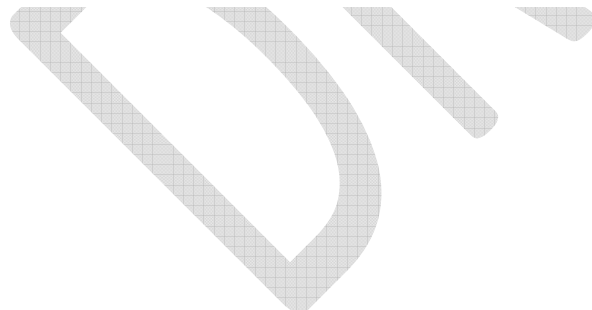
	FSP	GSD	O&E	Total CSS
CSS Programs				
1 FSP	\$221,953			\$221,953
2 Expansion of case management/supportive services		\$101,160		\$101,160
3 Wellness Centers		\$184,378		\$184,378
4 Crisis intervention/stabilization	\$16,675	\$16,675		\$33,350
5 Supportive Housing Services	\$15,000			\$15,000
6 Community Outreach & Engagement			\$57,455	\$57,455
7 Wrap Program	\$70,742	\$70,742		\$141,484
8 Telehealth Services	\$226,930	\$226,930		\$498,859
CSS Administration / Indirect Costs				\$547,050
CSS Community Program Planning				\$6,164
CSS MHTA Housing Program	\$850,000	\$650,000		\$1,500,000
Total CSS Expenditures	\$1,401,300	\$1,249,885	\$57,455	\$1,806,853



Prevention and Early Intervention (PEI) Component Worksheet 2021-22

County: Mono

	PEI	OIR	ALT	SDR	Total PEI
PEI Programs					
1 Peapod Playgroup Program	\$40,000				\$40,000
2 Walker Senior Center	\$50,000				\$50,000
3 North Star School-Based Services	\$249,127				\$249,127
4 Community Trainings		\$35,904			\$35,904
5 Outreach in Outlying Communities			\$112,443		\$112,443
6 Community Engagement				\$110,245	\$110,245
PEI Administration / Indirect Costs					\$270,314
PEI Community Program Planning					\$3,046
Total PEI Expenditures	\$339,127	\$35,904	\$112,443	\$110,245	\$871,079



Innovation (INN) Component Worksheet 2021-22

County: Mono

	Total INN
INN Programs	
1 Help@Hand	\$6,455
2 Crisis Now Project	\$190,842
3	
4	
5	
6	
7	
INN Administration / Indirect Costs	
INN Community Program Planning	
Total INN Expenditures	\$197,297

DRAFT

Workforce, Education and Training (WET) Component Worksheet 2021-22

County: Mono

	Total WET
WET Funding Category	
State Matching Program	\$13,000
Workforce Staffing Support	\$0
Training and Technical Assistance	\$0
Mental Health Career Pathways Programs	
Residency and Internship Programs	\$9,000
Financial Incentive Programs	\$60,000
WET Administration / Indirect Costs	\$37,084
Total WET Expenditures	\$119,084

DRAFT

Captial Facilities/Technological Needs (CFTN) Component Worksheet 2021-22

County: Mono

	Total CF/TN
Capital Facility Projects	
Capital Facility Administration	\$0
Total Capital Facility Expenditures	\$0
Technological Needs Projects	
Technological Needs Administration	\$0
Total Technological Needs Expenditures	\$0
Total CFTN Expenditures	\$0

DRAFT

MHSA EXPENDITURE PLAN BY COMPONENT 2022-2023

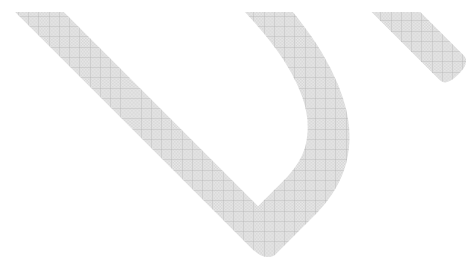
Mono County MHSA Component Expenditure Worksheet 2022-23

	Component						
	CSS	PEI	INN	WET	CFTN	PR	
FY22/23 Estimated MHSA Revenue	\$ 1,369,458	\$ 342,365	\$ 90,096				\$1,801,919
FY22/23 Estimated Other Revenue	\$ 71,922	\$ -	\$ -				\$ 71,922
FY22/23 Est. MHSA Interest Revenue	\$ 68,400	\$ 17,100	\$ 4,500				\$ 90,000
FY22/23 Estimated Expenses	\$ 1,528,860	\$ 965,586	\$ -	\$ 88,272	\$ -		\$2,582,718
One Time MHSA Housing Project	\$ -						\$ -
FY22/23 PR Transfer	\$ -					\$ -	\$ -
FY22/23 CFTN and WET Transfers	\$ (100,000)			\$ 100,000			\$ -

Community Services and Supports (CSS) Component Worksheet 2022-23

County: Mono

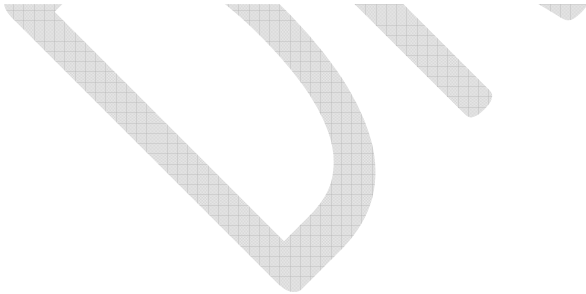
	FSP	GSD	O&E	Total CSS
CSS Programs				
1 FSP	\$221,953			\$221,953
2 Expansion of case management/supportive services		\$101,160		\$101,160
3 Wellness Centers		\$194,212		\$194,212
4 Crisis intervention/stabilization	\$8,838	\$8,838		\$17,675
5 Supportive Housing Services	\$15,000			\$15,000
6 Community Outreach & Engagement			\$57,455	\$57,455
7 Wrap Program	\$70,742	\$70,742		\$141,484
8 Telehealth Services	\$144,430	\$144,430		\$288,859
CSS Administration / Indirect Costs				\$485,405
CSS Community Program Planning				\$5,657
CSS MHA Housing Program	\$0	\$0		\$0
Total CSS Expenditures	\$460,962	\$519,381	\$57,455	\$1,528,860



Prevention and Early Intervention (PEI) Component Worksheet 2022-23

County: Mono

	PEI	OIR	ALT	SDR	Total PEI
PEI Programs					
1 Peapod Playgroup Program	\$40,000				\$40,000
2 Walker Senior Center	\$50,000				\$50,000
3 North Star School-Based Services	\$270,249				\$270,249
4 Community Trainings		\$35,904			\$35,904
5 Outreach in Outlying Communities			\$117,443		\$117,443
6 Community Engagement				\$141,849	\$141,849
PEI Administration / Indirect Costs					\$306,568
PEI Community Program Planning					\$3,573
Total PEI Expenditures	\$360,249	\$35,904	\$117,443	\$141,849	\$965,586



Innovation (INN) Component Worksheet 2022-23

County: Mono

	Total INN
INN Programs	
1	
2	
3	
4	
5	
6	
7	
INN Administration	
INN Community Program Planning	
Total INN Expenditures	\$0



Workforce, Education and Training (WET) Component Worksheet 2022-23

County: Mono

	Total WET
WET Funding Category	
State Matching Program	\$0
Workforce Staffing Support	\$0
Training and Technical Assistance	\$0
Mental Health Career Pathways Programs	\$0
Residency and Internship Programs	\$0
Financial Incentive Programs	\$60,000
WET Administration	\$28,272
Total WET Expenditures	\$88,272

Capital Facilities/Technological Needs (CFTN) Component Worksheet 2022-23

County: Mono

	Total CF/TN
Capital Facility Projects	
Capital Facility Administration	\$0
Total Capital Facility Expenditures	\$0
Technological Needs Projects	
Technological Needs Administration	\$0
Total Technological Needs Expenditures	\$0
Total CFTN Expenditures	\$0

DRAFT

APPENDIX A: PENETRATION RATE DATA

Table 1: County Medi-Cal Beneficiaries and Those Served by the MHP in CY 2019 by Race/Ethnicity

Mono MHP				
Race/Ethnicity	Average Monthly Unduplicated Medi-Cal Beneficiaries	Percentage of Medi-Cal Beneficiaries	Unduplicated Annual Count of Beneficiaries Served by the MHP	Percentage of Beneficiaries Served by the MHP
White	1,248	36.3%	77	38.7%
Latino/Hispanic	1,653	48.0%	89	44.7%
African-American	13	0.4%	*	n/a
Asian/Pacific Islander	27	0.8%	*	n/a
Native American	89	2.6%	*	n/a
Other	414	12.0%	28	14.1%
Total	3,441	100%	199	100%
The total for Average Monthly Unduplicated Medi-Cal Enrollees is not a direct sum of the averages above it. The averages are calculated independently.				

Table 2: County Medi-Cal Beneficiaries and Those Served by the MHP in CY 2019 by Threshold Language

Mono MHP		
Threshold Language	Unduplicated Annual Count of Beneficiaries Served by the MHP	Percentage of Beneficiaries Served by the MHP
Spanish	62	31.2%
Other Languages	137	68.8%
Total	199	100%
Threshold language source: DHCS BHIN 20-070.		
Other Languages include English		

Penetration Rates and Approved Claims per Beneficiary

Figure 1: Overall Penetration Rates CY 2017-19

Mono MHP

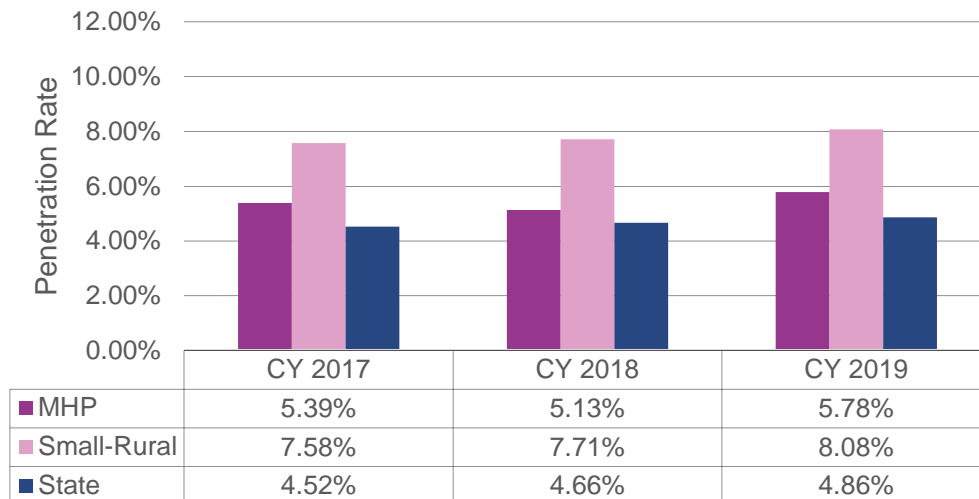


Figure 2: Overall ACB CY 2017-19

Mono MHP

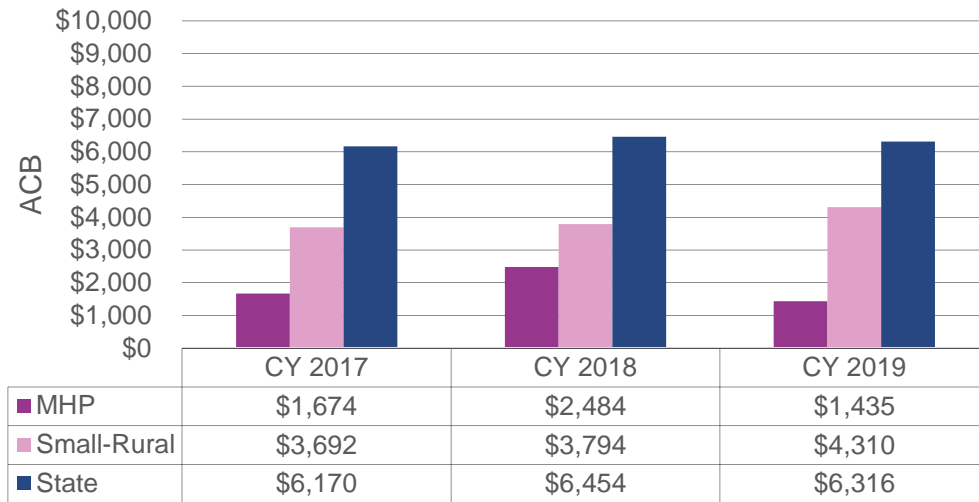


Figure 3: Latino/Hispanic Penetration Rates CY 2017-19

Mono MHP

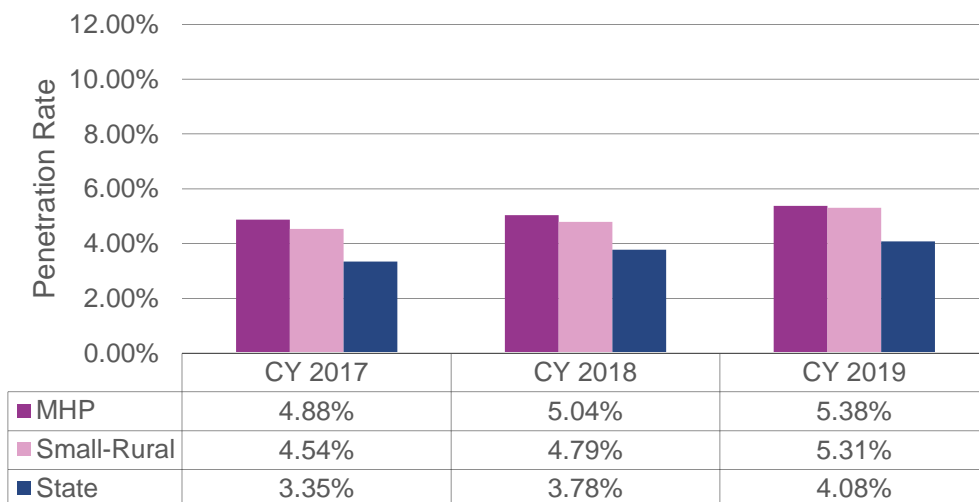


Figure 4: Latino/Hispanic ACB CY 2017-19

Mono MHP

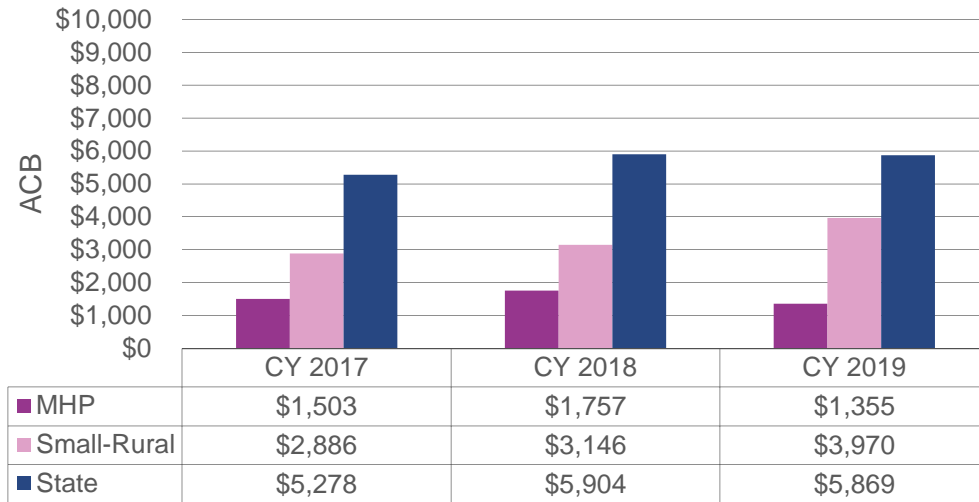


Figure 5: FC Penetration Rates CY 2017-19

Mono MHP

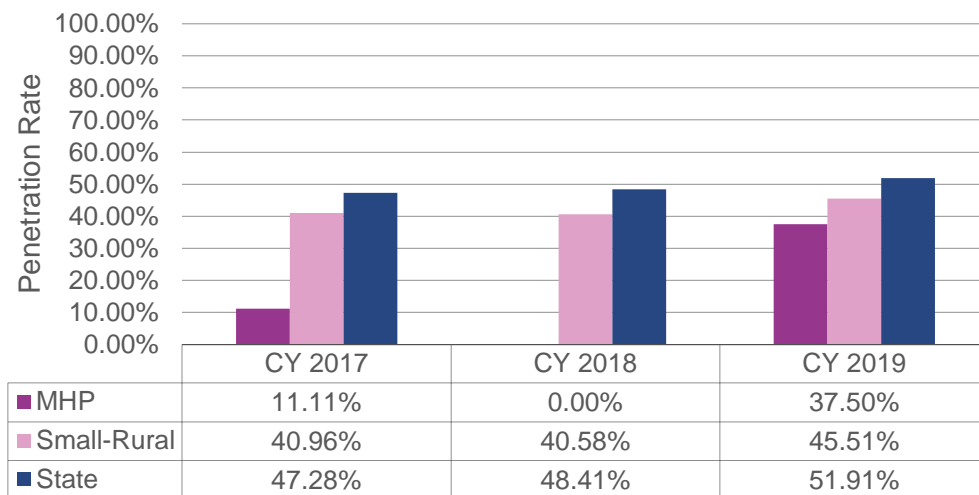
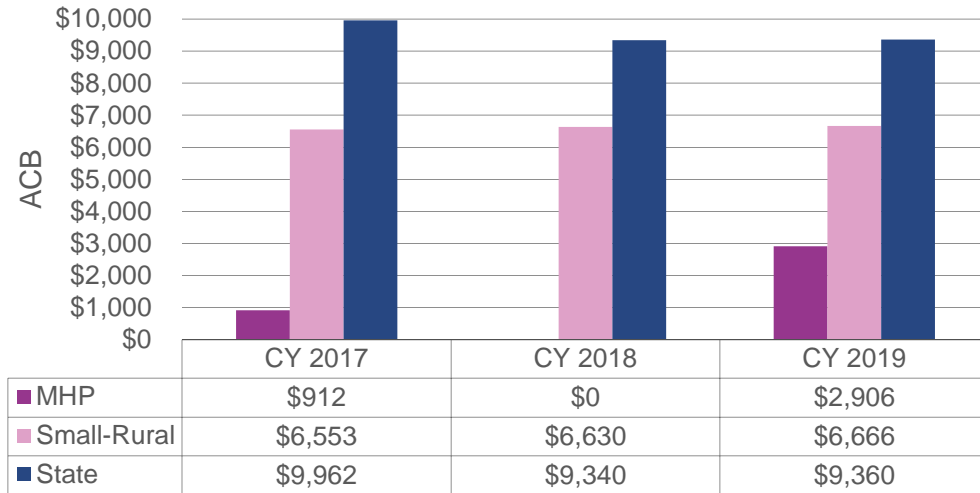


Figure 6: FC ACB CY 2017-19

Mono MHP



DRAFT

APPENDIX B: MHSA ISSUE RESOLUTION PROCESS

Mono County is committed to:

- a. Addressing issues regarding MHSA in an expedient and appropriate manner;
- b. Providing several avenues to file an issue;
- c. Ensuring assistance is available, if needed, for the client/family member/provider/community member to file their issue; and
- d. Honoring the Issue Filer's desire for anonymity.

Types of Issues to be resolved using this process:

- a. Appropriate use of MHSA funds; and/or
- b. Inconsistency between approved MHSA Plan and implementation; and/or
- c. Mono County Community Program Planning Process.

Process:

An individual, or group of individuals, that is dissatisfied with any applicable MHSA activity or process may file an issue at any point within the system. These avenues may include, but are not limited to, the Mono County Behavioral Health Director, Program Manager, QA/QI Coordinator, Mental Health Providers, Mental Health Committees/Councils.

Issues will be forwarded to the QA/QI Coordinator, or specific designee of the Behavioral Health Director, either orally or in writing.

Upon receipt of the issue, the QA/QI Coordinator, or specific designee of the Behavioral Health Director, will determine if the issue is to be addressed through the MHSA Issue Resolution Process or if it is an issue of service to be addressed by the Mental Health Plan (MHP) Problem Resolution Process. If the issue is regarding service delivery to a client, the issue will be resolved through the MHP Problem Resolution Process.

If the issue is MHSA-related regarding the appropriate use of MHSA funding, inconsistency between the approved MHSA Plan and implementation, or Mono County Community Program Planning process, the issue will be addressed as follows:

- a. Issue Filer's concern(s) will be logged into an MHSA Issue Log to include the date of the report and description of the issue.
- b. The Issue Filer will receive an acknowledgement of receipt of the issue, by phone or in writing, within the MHP Problem Resolution timeframes.
- c. The QA/QI Coordinator, or specific designee of the Behavioral Health Director, shall notify the County's Mental Health Director and MHSA Program Manager of the issue received. The QA/QI Coordinator will investigate the issue while maintaining anonymity of the Issue Filer.
- d. The QA/QI Coordinator, or specific designee of the Behavioral Health Director, may convene an ad-hoc committee to review all aspects of the issue. This review process will follow the existing Problem Resolution timeframes.

- e. The QA/QI Coordinator, or specific designee of the Behavioral Health Director, will communicate with the Issue Filer while the issue is being investigated and resolved.
- f. Upon completion of the investigation, the QA/QI Coordinator, or specific designee of the Behavioral Health Director, shall issue a report to the Behavioral Health Director. The report shall include a description of the issue, brief explanation of the investigation, staff/ad-hoc committee recommendation(s) and the County resolution to the issue.
- g. The QA/QI Coordinator, or specific designee of the Behavioral Health Director, shall notify the Issue Filer of the resolution, by phone or in writing and enter the issue resolution and date of the resolution into the MHSA Issue Log.
- h. MHSA Issues and resolutions will be reported annually in the Quality Improvement Report.

If the Issue Filer does not agree with the local resolution, the Issue Filer may file an appeal with the following agencies: Mental Health Services Oversight and Accountability Commission (MHSOAC); California Mental Health Planning Council (CMHPC); or California Department of Health Care Services (DHCS).

DRAFT

APPENDIX C: MCBH STAFF TRAININGS

MCBH staff were trained by Amanda Greenberg on the Community Program Planning Process on 10/20/20 from 8-9 am via Zoom. Below is a screen shot of all live participants and sample of the slides covered. Julie Jones watched the recording the following day.

Participants (19)

Find a participant

- AG Amanda Greenberg (Host, me)
- AG Amanda Greenberg (Co-host)
- BH Betty Hathaway
- AV Andres Villalpando
- AL Annie Linaweaver
- DS Debra Stewart
- H Hvillalpando (Guest)
- J Jessica Ramos (Guest)
- JW Jessica Workman
- KM kasandra montes
- L Laura (Guest)
- LB Luisana Baires
- MM Melissa Martinez (Guest)
- M mheinlein@mono.ca.gov
- R rbonneau@mono.ca.gov
- RR Robin Roberts
- SM Sal Montanez
- S Stephany (Guest)
- T trodriguez@mono.ca.gov

8:06 AM
10/20/2020

What is the MHSA

- Voter-approved measure
- Community Services & Supports
- Prevention & Early Intervention
- Innovation
- Workforce Education & Training
- Capital Facilities & Technological Needs

What is the CPPP

- Process for stakeholder input
- Transformation of the public mental health system
- Qualitative data – focus groups
- For MCBH: wide variety of components

Involvement from Community, Clients, & Family Members

- Consumer Perception Surveys
- Quality Improvement Committee
- Cultural Outreach Committee
- Behavioral Health Advisory Board
- On the horizon...

Staff also participated in an MHSa Issue Resolution Process Training in late April 2021:

Mono County Behavioral Health Issue Resolution Process Training Sign-In Sheet	
Print Name	Signature
Esmeralda Curiel	<i>Esmeralda Curiel</i>
Laura Cruz	<i>Laura Cruz</i>
Danielle Murray	<i>Danielle Murray</i> <small>Danielle Murray (Apr 26, 2021 14:21 PDT)</small>
Luisana Baires	<i>L. B.</i>
Nancy Carillo	<i>Nancy Camillo Rosas</i> <small>Nancy Camillo Rosas (Apr 26, 2021 14:53 PDT)</small>
Sofia Flores	<i>Sofia Flores</i> <small>Sofia Flores (Apr 26, 2021 15:01 PDT)</small>
Jessica Ramos	<i>Jessica Ramos</i> <small>Jessica Ramos (Apr 26, 2021 15:38 PDT)</small>
Jessica Workman	<i>Jessica Workman</i>
Richard Bonneay	<i>Richard Bonneay</i> <small>Richard Bonneay (Apr 26, 2021 16:02 PDT)</small>
Debra Stewart	<i>Debra Stewart</i> <small>Debra Stewart (Apr 26, 2021 17:13 PDT)</small>
Marcella Rose	<i>Marcella Rose</i>
Amanda Greenberg	<i>Amanda Greenberg</i> <small>Amanda Greenberg (Apr 26, 2021 14:40 PDT)</small>
Sandra Villalpando	<i>Sandra Villalpando</i> <small>Sandra Villalpando (Apr 26, 2021 15:31 PDT)</small>
Gabrielle Duhl	<i>Gabrielle Duhl</i> <small>Gabrielle Duhl (Apr 27, 2021 08:50 PDT)</small>
Adriana Niculescu	<i>Adriana Niculescu</i> <small>Adriana Niculescu (Apr 26, 2021 14:28 PDT)</small>
Julie Jones	<i>Julie Jones</i> <small>Julie Jones (Apr 26, 2021 14:27 PDT)</small>
Robin Roberts	<i>Robin Roberts</i> <small>Robin Roberts (Apr 26, 2021 15:19 PDT)</small>
Betty Hathaway	<i>Betty Hathaway</i> <small>Betty Hathaway (Apr 27, 2021 10:47 PDT)</small>
Tajia Rodriguez	<i>Tajia Rodriguez</i>
Kassandra Montes	<i>Kassandra Montes</i> <small>Kassandra Montes (Apr 26, 2021 15:17 PDT)</small>
Stephany Mejia	<i>Stephany Mejia</i> <small>Stephany Mejia (Apr 26, 2021 14:10 PDT)</small>

Additionally, upon hire, all new staff go through an MHSa Training/Overview with the following agenda:

- MHSa Overview with Amanda: Date: _____
Time: _____
Location: _____
- Components and programs
- Community Program Planning Process
- What does MHSa mean for the department
- MHSa Issue Resolution Process

APPENDIX D: HELP@HAND EXTENSION REQUEST
LETTER



MONO COUNTY BEHAVIORAL HEALTH DEPARTMENT

COUNTY OF MONO

P. O. BOX 2619 MAMMOTH LAKES, CA 93546 (760) 924-1740 FAX: (760) 924-1741

May 7, 2021

Toby Ewing, Executive Director
Mental Health Services Oversight and Accountability Commission
1300 17th Street, Suite 1000
Sacramento, CA 95811

Dear Mr. Ewing,

I am writing to inform you that Mono County will be extending the current MHSOAC-approved time period for its Innovation Plan entitled, "Increasing Access to Mental Health Services and Supports Utilizing a Suite of Technology-Based Mental Health Solutions" (a.k.a. "The Tech Suite" and now known as "Help@Hand"). The date that this plan was approved by the MHSOAC was February 22, 2018. Mono County Behavioral Health has previously requested an extension of time, but due to COVID-19 was unable to take critical steps forward in implementation. The new anticipated end date will be 2/8/23, which is in line with other Help@Hand Cohort One counties.

The initial time period approved by the MHSOAC was 15 months. This timeline did not include challenges related to the launch and implementation of the project or COVID-19. This extension would increase the project time to five years, which would allow Mono County ample time to locally implement its chosen web and mobile applications. This project will retain its original learning goals and there has been no change to the project's target populations. Please don't hesitate to reach out if you have any questions or concerns.

Sincerely,


Robin Roberts (May 7, 2021 12:25 PDT)

Robin K. Roberts
Director, Mono County Behavioral Health

Mono Help@Hand Extension Letter



Amanda Greenberg

To: 'Ewing, Toby@MHSOAC'

Cc: 'Tarter, Shannon@MHSOAC'; 'Brittany Ganguly'; 'mhsa@dhcs.ca.gov'

Reply Reply All Forward ...

Fri 5/7/2021 3:05 PM



Hi Toby,

I hope that you're doing well. We are finally enjoying spring here in the mountains!

Please find attached Mono County Behavioral Health's Help@Hand time extension letter. If you have any questions or concerns, please don't hesitate to reach out to myself or Robin!

Take care,

Amanda Greenberg, MPH

Program Manager

Mono County Behavioral Health

760-924-1754

www.monocounty.ca.gov/behavioral-health



DRAFT

APPENDIX E: MHSA-RELATED SUBMISSIONS TO DEPARTMENT OF HEALTH CARE SERVICES

Mono County BOS-Approved 19-20 Annual Update

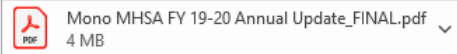


Amanda Greenberg

To mhsa@dhcs.ca.gov; [Desormeaux, Wendy@MHSOAC](mailto:Desormeaux,Wendy@MHSOAC); MHSOAC@mhsoc.ca.gov

Thu 12/19/2019 2:15 PM

[Reply](#) [Reply All](#) [Forward](#) [...](#)



Hi all,

Please find attached Mono County's BOS-approved FY 19-20 MHSA Annual Update. A copy of the plan is also available at www.monocounty.ca.gov/MHSA.

Thank you and happy holidays!!

Amanda Fenn Greenberg, MPH
Mental Health Services Act Coordinator
Mono County Behavioral Health
Mammoth Lakes, CA
760-924-1754
monocounty.ca.gov/behavioral-health

Mono County FY 2018-19 MHSA Rev and Exp Report



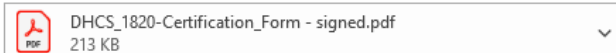
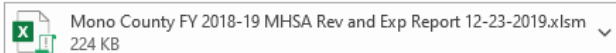
Amanda Greenberg

To mhsa@dhcs.ca.gov; MHSOAC@mhsoc.ca.gov

Cc [Robin Roberts](#)

Fri 12/27/2019 10:33 AM

[Reply](#) [Reply All](#) [Forward](#) [...](#)



Hello,

Please find attached Mono County's MHSA ARER for FY 18-19 (Excel) and the signed certification form signed via Adobe Sign (PDF).

Best,

Amanda Fenn Greenberg, MPH
Mental Health Services Act Coordinator
Mono County Behavioral Health
Mammoth Lakes, CA
760-924-1754
monocounty.ca.gov/behavioral-health

Mono County FY 2019-20 MHSA Rev and Exp Report



JW
Jessica Workman

To MHSA@dhcs.ca.gov; MHSOAC@mhsoc.ca.gov
Cc [Robin Roberts](#); [Amanda Greenberg](#)

[Reply](#) [Reply All](#) [Forward](#) [...](#)

Fri 1/29/2021 12:25 PM

You forwarded this message on 2/1/2021 11:04 AM.

- Mono FY 19-20 MHSA ARER DHCS_1820-Certification_Form_encrypted_.pdf
175 KB
- Mono County FY 19-20 DHCS_1822A-J_MHSA_Revenue_and_Expenditure_Report_final.xlsm
236 KB

Hello,

Please find attached the Mono County Revenue and Expenditure Report and Certification form. Let us know if you have any questions.

Thank you,

Jessica

Jessica Workman
Accountant
Mono County Behavioral Health
P.O. Box 2619
Mammoth Lakes, CA 93546
760-924-1742

DRAFT

APPENDIX F: BEHAVIORAL HEALTH PROGRAM MANAGER JOB DESCRIPTION (INCLUDES MHSA DUTIES)

MONO COUNTY

3/9/20

BARGAINING UNIT: MCPE

SALARY RANGE: 82

Date Revised

FLSA: Exempt

BEHAVIORAL HEALTH PROGRAM MANAGER

DEFINITION

Under general direction, plans, organizes, coordinates, conducts and evaluates one or more behavioral health programs through a multidisciplinary team approach. This is a diverse and multi-faceted position that includes elements of such positions as evaluation specialist, data analyst, policy analyst, grant writer, and researcher. Responsibilities include, at a minimum, completing or overseeing the following tasks: conducting an annual mental health community needs assessment, composing the MHSA Three-Year Plan and Annual Updates, developing program evaluations, and working with stakeholders to develop new programs based upon community needs. Additionally, this position is responsible for the development and the coordination of MHSA permanent residence programs for individuals with mental illnesses and perform related duties as assigned.

DISTINGUISHING CHARACTERISTICS

Incumbents in this class manage large, complex programs, and may supervise subordinate staff.

REPORTS TO

Behavioral Health Director or designee

CLASSIFICATIONS DIRECTLY SUPERVISED

May directly supervise staff or provide lead direction as assigned

EXAMPLES OF IMPORTANT AND ESSENTIAL DUTIES

Duties may include but are not limited to the following:

Plans, organizes, conducts and evaluates one or more behavioral health program

Serves as a member of the Behavioral Health administrative team in setting Department goals and objectives

Develops and/or adapts behavioral health programs that comply with the requirements of the Department of Health Care Services (DHCS), the Mental Health Services Oversight and Accountability Commission (MHSOAC), and other granting agencies

Prepares appropriate reports for the above-listed agencies

Assesses community health needs through annual stakeholder processes to direct program services

Coordinates any necessary committees in the program area using a multidisciplinary team approach

Represents the Behavioral Health Department on committees as necessary
Advocates with leadership groups and elected leaders for the advancement of behavioral health policy and to increase awareness of the Behavioral Health Department's programs
Assist in program budget development and management
Identifies, plans and directs staff in-service training and education, as required
Supervision of subordinate staff and contractors

TYPICAL PHYSICAL REQUIREMENTS

Sit for extended periods; frequently stand and walk; normal manual dexterity and eye-hand coordination; lift and move object weighing up to 25 pounds; corrected hearing and vision to normal range; verbal communication; use of audio-visual equipment; use of office equipment including computers, telephones, calculators, copiers, and FAX.

TYPICAL WORKING CONDITIONS

Work is usually performed in an office environment; frequent contact with staff.

DESIRABLE QUALIFICATIONS

Knowledge of:

- The principles and practices of behavioral health administration and service provision.
- Specifics of assigned program area.
- Program planning and development.
- Health education methods and materials.
- Principles and practices of public relations and group dynamics.
- Community agencies and resources.
- Funding sources, program evaluation, and fiscal management.
- Principles of employee supervision and personnel practices.

Ability and willingness to:

- Understand, interpret and apply pertinent federal, state, and local laws, regulation, and standards
- Plan, coordinate, and implement assigned behavioral health public relations and education programs
- Apply the principles and techniques of community organization.
- Coordinate activities and secure support of diverse community groups.
- Conduct research on programs and other subjects as needed
- Facilitate meetings and coordinate public events
- Compile, organize, analyze, and interpret data
- Stay current with technical information related to the program.
- Speak effectively to diverse audiences of professionals and the public.
- Develop and deliver training for professional staff.
- Prepare reports, program policies, and procedures.
- Communicate effectively both orally and in writing.
- Establish and maintain cooperative working relationships.
- Use computers.
- Maintain confidentiality.

Training and Experience:

Any combination of training and experience which would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities might be:

- Experience in Behavioral Health or Public Administration is highly desirable.
- Possession of a Bachelor's degree in a related field.
- Post-graduate coursework in Behavioral Health, Public Health, Public Administration, or a related field.

DRAFT

APPENDIX G: COMMUNITY PROGRAM PLANNING PROCESS & LOCAL REVIEW PROCESS FLYERS & ADVERTISEMENTS

Mono County Behavioral Health was live.
June 12, 2020 · 🌐

13:49

312 People Reached

7 Reactions, Comments & Shares

3 Like	0 Wow	2 Love
0 Haha	0 Sad	0 Angry

31 Post Clicks

0 Views	0 Link Clicks	28 Other Clicks
---------	---------------	-----------------

312 People Reached **38** Engagements

Shanali VA, Jeremy David Wilson and 2 others · 2 Comments · 98 Views

Like Comment Share

Comment as Mono County Behavioral Health

Mono County Behavioral Health · 1:05 We would love to hear your ideas on how MCBH can serve our community!
Like · Reply · Commented on by Mono Mhsa (?) · 47w

Negative Feedback

0 Hide Post	0 Hide All Posts	0 Report as Spam
0 Unlike Page		

Mono County Behavioral Health
March 24 · 🌐

Every year, Mono County Behavioral Health (MCBH) does a community needs assessment as part of its Mental Health Services Act Community Program Planning Process. We would like to invite you to share your thoughts on mental health needs and help shape programming throughout Mono County by taking this 5-10 minute survey before April 7th. MCBH is offering an "honor system" \$5 gift card to behavioral health clients and family members of clients who take the survey. Thank you!
<https://www.surveymonkey.com/r/MCBHStaff21>



143
People Reached

4
Reactions, Comments & Shares

3	0	0
Like	Wow	Love
0	0	0
Haha	Sad	Angry
1	0	
Comments	Shares	

10
Post Clicks

0	6	3
Photo Views	Link Clicks	Other Clicks

Negative Feedback

0	0	0
Hide Post	Hide All	Report as

Mono County Behavioral Health
March 24 · 🌐

MHSA Encuesta

Cada año, el departamento de Salud Mental del condado de Mono (MCBH) hace una evaluación de las necesidades de la comunidad como parte de su Proceso de Planificación del Programa Comunitario de la Ley de Servicios de Salud Mental. Nos gustaría invitarlo a compartir sus pensamientos sobre las necesidades de salud mental y ayudar a dar forma a la programación en todo el condado de Mono tomando esta encuesta de 5-10 minutos. MCBH está ofreciendo una tarjeta de regalo de \$5 a clientes de salud mental y familiares de clientes que toman la encuesta. ¡Gracias!

<https://www.surveymonkey.com/r/MCBHStaff21> See Less



Additional documentation to be added following public comment period


APPENDIX H: COVID-19 EXTENSION REQUEST

State of California – Health and Human Services Agency

Department of Health Care Services

DHCS Form 5510

MHSA Three-Year Program and Expenditure Plan or Update Extension FY 2020-21

Background and Instructions		
<p>Welfare and Institutions (W&I) Code section 5847(h), allows a county that is unable to complete and submit a Three-Year Program Expenditure Plan (Plan) or annual update (update) for fiscal year (FY) 2020-21 due to the COVID-19 Public Health Emergency to extend the effective time frame of its currently approved Plan or update to include FY 2020-21, and submit the subsequent Plan or Update on July 1, 2021.</p> <p>This document provides notification to DHCS that the County is extending the effective time frame of its currently approved Plan or Update to include FY 2020-21, per W&I Code section 5847(h).</p> <p>Please enter the requested information in the fields below and submit a completed form electronically to DHCS at MHSA@DHCS.ca.gov.</p>		
Section I: County Information		
a. Type of Plan or Update	Plan	
b. Date current Plan/Update was approved	12/17/19	
Section II: Stakeholder Notification		
<p>Stakeholders have been notified that the County is extending the effective time frame of its currently approved Plan or update to include FY 2020-21 as of: 7/24/20</p>		
Section III: Extension Justification		
<p>Provide a brief summary describing how the COVID-19 Public Health Emergency inhibited the County's ability to complete and submit its Three-year Plan or annual update for FY 2020-21.</p> <p>Firstly, COVID-19 interrupted planned Mono County Behavioral Health's planned Community Program Planning efforts and the department shifted to respond to the critical mental health needs of the community instead of planning (i.e. reducing isolation, reducing stress and anxiety, ensuring continued access to remote services). The achieve this shift, the department had to reassign staff who would have otherwise been working the final CPP events and the plan. Secondly, COVID-19 has inhibited the department's ability to effectively plan from both a monetary perspective and an activity perspective. Mono County Behavioral Health wants to ensure it can create a plan that will be sensitive to critical community needs related to COVID-19 in a way that follows all directives and keeps all staff and community members safe. Finally, the Mono County Board of Supervisors has been inundated with decisions and public information related to COVID-19, with delays on some other normal business.</p>		
Section IV: Certification		
<p>The undersigned certifies that the information included in this form is complete and accurate to the best of their ability.</p>		
 <small>Robin Roberts (Jul 29, 2020 11:44 PDT)</small>	<p>Robin Roberts</p>	<p>Jul 29, 2020</p>
County Behavioral Health Director Signature	Printed Name	Date

DHCS 5510 (06/2020)

Mono Extension_MHSA-Flexibilities-due-to-PHE-Form-5510

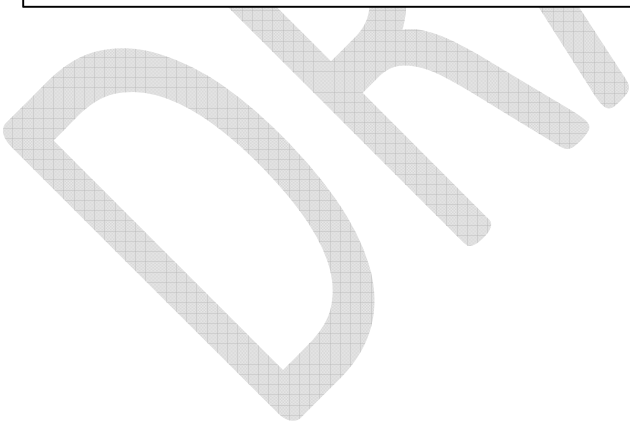
Final Audit Report

2020-07-29

Created:	2020-07-24
By:	Amanda Greenberg (agreenberg@mono.ca.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAA61AngC1plxFu3IH75ULslc-GSYabFPk


"Mono Extension_MHSA-Flexibilities-due-to-PHE-Form-5510" History

-  Document created by Amanda Greenberg (agreenberg@mono.ca.gov)
2020-07-24 - 5:00:40 PM GMT - IP address: 64.201.118.71
-  Document emailed to Robin Roberts (rroberts@mono.ca.gov) for signature
2020-07-24 - 5:01:31 PM GMT
-  Email viewed by Robin Roberts (rroberts@mono.ca.gov)
2020-07-29 - 6:44:28 PM GMT - IP address: 64.201.118.111
-  Document e-signed by Robin Roberts (rroberts@mono.ca.gov)
Signature Date: 2020-07-29 - 6:44:41 PM GMT - Time Source: server- IP address: 64.201.118.111
-  Signed document emailed to Amanda Greenberg (agreenberg@mono.ca.gov) and Robin Roberts (rroberts@mono.ca.gov)
2020-07-29 - 6:44:41 PM GMT



Department of Health Care Services acknowledgment of receipt of extension request:

RE: Mono County Three-Year Plan Extension


 DHCS MHSD@DHCS <DHCSMHSD@dhcs.ca.gov>
 To: Amanda Greenberg
 Cc: DHCS MHSD@DHCS

[Reply](#) [Reply All](#) [Forward](#) [More](#)
Wed 7/29/2020 12:48 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Amanda,

DHCS is in receipt of the county's extension request. There are no questions at this time. If there are any questions, DHCS will reach out to the county.

Thank you,

DHCS – Community Services Division

From: Amanda Greenberg <agreenberg@mono.ca.gov>
Sent: Wednesday, July 29, 2020 11:53 AM
To: DHCS MHSD@DHCS <DHCSMHSD@dhcs.ca.gov>
Subject: Mono County Three-Year Plan Extension

Hello,

Please find Mono County's extension request attached. Thank you very much!

Amanda Fenn Greenberg, MPH
 Mental Health Services Act Coordinator
 Mono County Behavioral Health
 760-924-1754
www.monocounty.ca.gov/behavioral-health

Public posting:

monocounty.ca.gov/behavioral-health/page/mental-health-services-act-quality-improvement

MONO COUNTY
California's Eastern Sierra

RESIDENTS BUSINESS VISITORS GOVERNMENT

MHSA

- Resources
- Cultural Humility
- + Court-Mandated Services
- Naloxone & Narcan Information
- Online Payments

Contact Information

Robin Roberts, MFT
Director

Mono County Civic Center
1290 Tavern Road
P.O. Box 2619


WELLNESS • RECOVERY • RESILIENCE

In Mono County, the Behavioral Health Department uses MHSA funds to pay for a very wide array of programs, activities, and services. These range from the wellness centers in Walker and Mammoth to the community socials in Bridgeport and Benton to North Star, our school-based counseling center.

For more information on how the MHSA is working in our community, please see the [2017-2020 Mental Health Services Act Three-Year Plan](#) and the [2019-2020 MHSA Annual Update](#).

MHSA Announcement (July 24, 2020)
 Extension of MHSA Annual Update FY 2019-2020 & MHSA Three Year Program & Expenditure Plan for FY 2017-18 to FY 2019-20

Mono County Behavioral Health will continue with its current Three-Year Plan and Annual Update for FY 2020-21. This will allow for adequate time to ensure the stakeholder process is fully engaged in preparation of a new Three-Year Plan that reflects 1) a thorough understanding of community needs which are in transition as a result of the ongoing COVID-19 pandemic and civil unrest, and 2) meaningful budget forecasts. This change also provides the department with additional time to complete the plan, which is necessary since some critical staff have been reassigned from typical MHSA duties to respond to the pandemic. For further information about this announcement, please contact Amanda Greenberg at agreenberg@mono.ca.gov or 760-924-1754.



APPENDIX I: SPRING 2021 CPPP SURVEY RESULTS

There were a total of **115 survey participants**

20 were staff members

95 were non-staff

134 people total opened the survey, an average of **40 people skipped** each question and didn't take the survey at all.

Only one participant skipped the survey in order to get the incentive gift card.

Standard graphic representations of all answers are available in Survey Monkey, however are separated by Spanish and English.

The following results are compilations of community and staff responses.

97% did the survey in English

3% did the survey in Spanish

Most survey participants were:

30.9% of survey participants are clients or family of clients of MCBH (former or current).

20.4% are community members

15.1% participate in MCBH community programs

11.8% are MCBH Staff

Most of our survey participants live in...

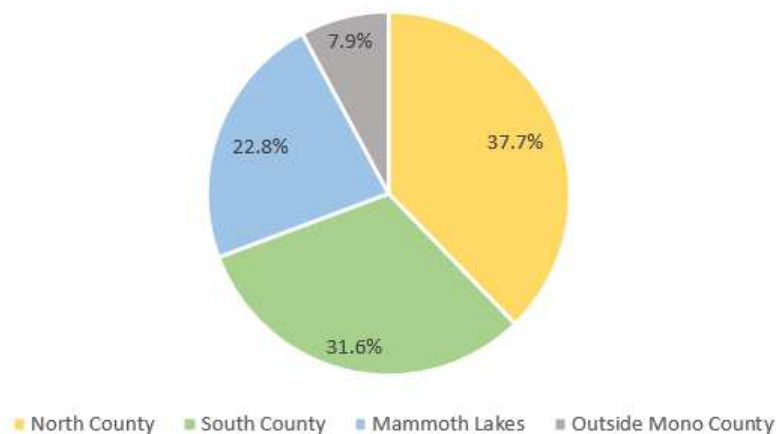
North County (Topaz, Coleville, Walker, Bridgeport) 37.7%

South County (Mono City, Lee Vining, June Lake, Crowley Lake, Sunny Slopes, Toms Place, Benton, Chalfant) 31.6%

Mammoth Lakes 22.8%

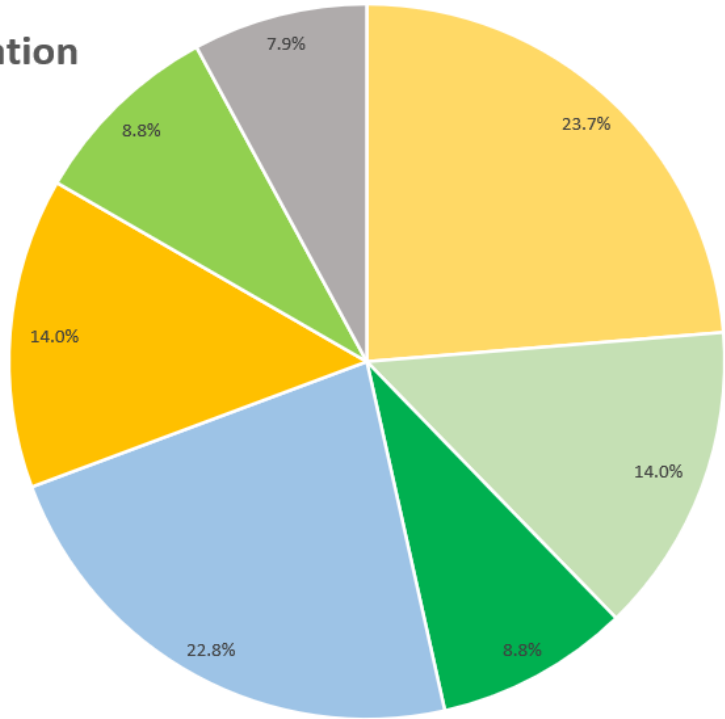
Outside Mono County 7.9%

Survey Participants by Location



Survey Participants by Location

- Bridgeport
- Crowley Lake / Sunny Slopes / Toms Place
- Benton / Chalfant
- Mammoth Lakes
- Walker/ Coleville/ Topaz
- Lee Vining/ Mono City/ June Lake
- Outside Mono County

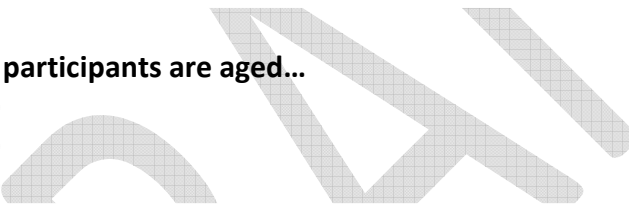


Most of our survey participants are aged...

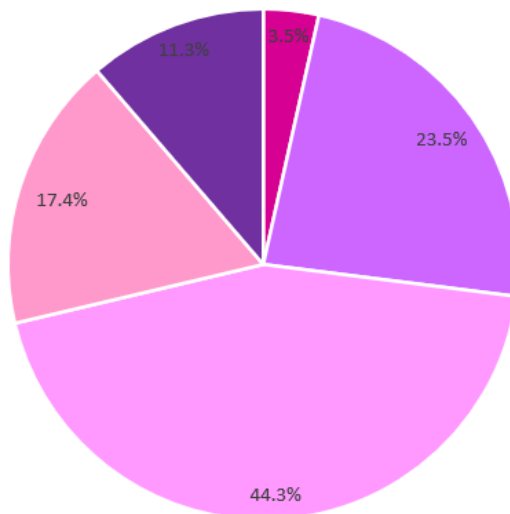
26-40 years (44.3%)

16-25 years (23.5%)

41-59 years (17.4%)



Survey Participants by Age

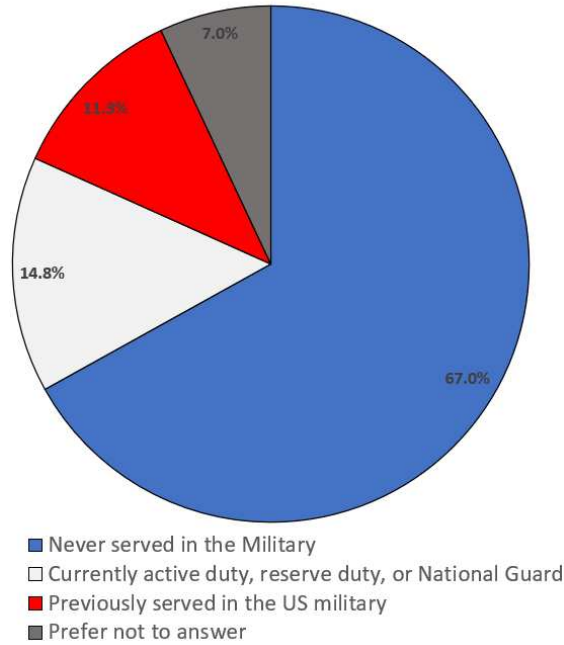


- Under 16 years old
- 16-25 years old
- 26-40 years old
- 41-59 years old
- 60+ years old

Military Status of our survey participants:

- Never served (67%)
- Currently active duty, reserve duty, or National Guard (14.8%)
- Previously served in the US military (11.3%)
- Prefer not to answer (7%)

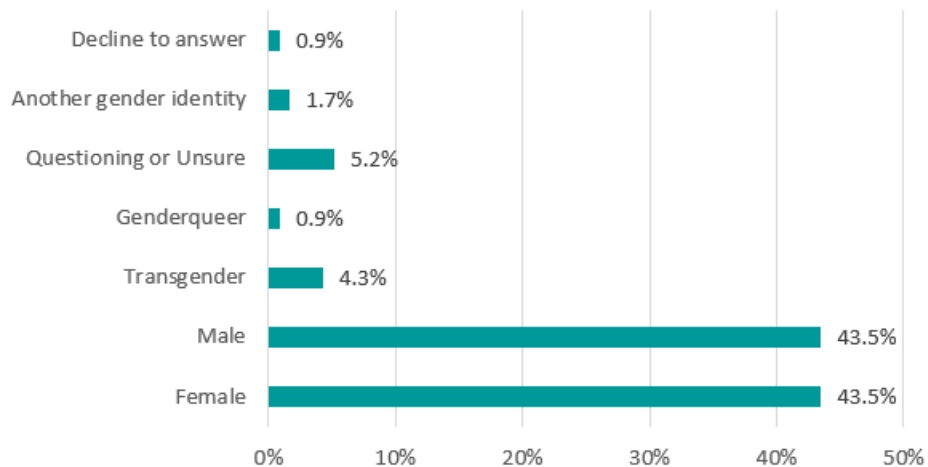
Survey Participants by Military Status



Gender Identity of our survey participants:

- Female (43.5%)
- Male (43.5%)
- Questioning or unsure (5.2%)
- Transgender (4.3%)
- Other gender identity (1.7%)
- Genderqueer (0.9%)
- Decline to answer (0.9%)

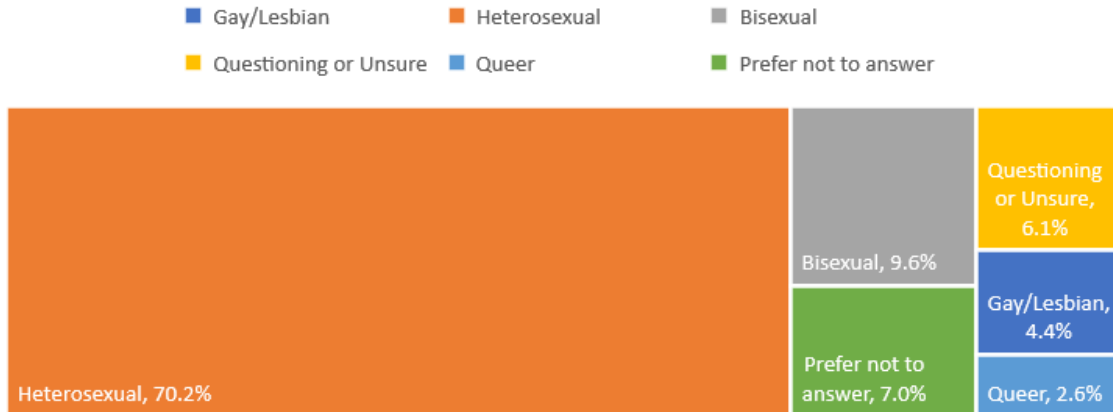
Survey Participants by Gender



Sexual Orientation of our survey participants:

- Heterosexual or straight (70.2%)
- Bisexual (9.6%)
- Questioning/Unsure (6.1%)
- Gay or lesbian (4.4%)
- Queer (2.6%)
- Prefer not to answer (7.0%)

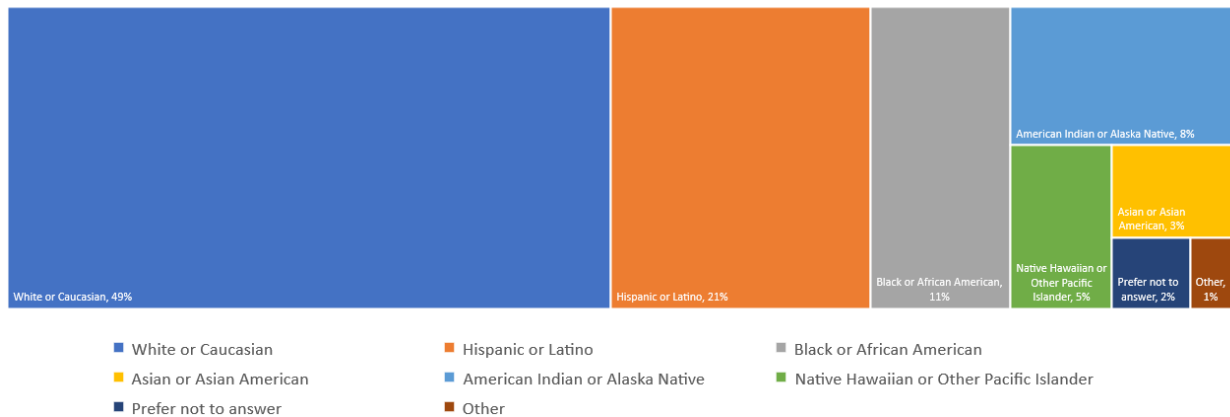
Survey Participants by Sexual Orientation



Racial / Ethnic makeup of our survey participants:

- White / Caucasian (48.2%)
- Hispanic / Latino (17.3%)
- Black or African American (13.6%)
- American Indian or Alaska Native (10%)
- Native Hawaiian or Other Pacific Islander (5.5%)
- Asian or Asian American (3.6%)
- Prefer not to answer (0.9%)
- Other (0.9%)

Survey Participants by Race / Ethnicity



The top 3 issues in our community related to mental health

Knowledge of MH issues (13.9%)
Finding access to MH providers (12.8%)
Experiencing stigma/prejudice (10.4%)

The top 3 issues for individuals related to mental health

Finding access to MH Providers (13.2%)
Knowledge of MH Issues (13.2%)
Lack of programs/services for specific groups (8.5%)

Honorable mentions:

Family relationships (8.2%)
Experiencing stigma/prejudice (7.8%)
Securing stable employment (7.5%)

The top 3 issues for youth (0-15) related to mental health

Experiencing stigma/prejudice (11%)
Knowledge of mental health issues (11%)
Family Relationships (10.3%)
Experiencing bullying (10.3%)

Honorable mentions

Finding access to MH providers (9.9%)

The top 3 issues for transition aged youth (16-25) related to mental health

Knowledge of Mental Health Issues (9.9%)
Finding access to MH Providers (9.2%)
Family relationships (9.2%)

The top 3 issues for adults (26-59) related to mental health

Finding access to MH providers (11.8%)
Knowledge of MH Issues (10.7%)
Securing stable employment (10%)

The top 3 issues for older adults (60+) related to mental health

Finding access to MH providers (13.6%)
Feeling a lack of social support or isolation (13.2%)
Family Relationships (9.5%)
Feeling a lack of purpose/meaning (9.5%)

The top 3 strategies to promote mental health

Increase awareness of MH programs (19.9%)
Provide more programs and services for special populations (13.9%)
Increase community engagement in MH programs (11.4%)

Honorable mention

Where possible, meet basic needs (10.3%)

Gift certificate for completion:
34 respondents x \$5 = \$170

ALL Top 3 issues questions, combined:

Finding access to MH Providers (12%)
Family Relationships (11%)
Lack of programs/services for specific groups (9%)

All issues, combined: The issues thought to be the least concern (compared to other options) were:

Experiencing homophobia (1%)
Drugs or alcohol (1%)
Feeling suicidal (2%)

Finding access to mental health providers was a top choice in every category* except youth (ages 0-15).

*Categories = Community, yourself, youth (ages 0-15), transition aged youth (ages 16-25), adults (ages 26-59), and older adults (ages 60+)

Knowledge of mental health issues was a top choice in every category* except older adults (ages 60+).

When asked about “other” issues related to mental health within Mono County (for community, yourself, youth (0-15 years), transition aged youth (16-25 years), adults (26-59 years), and older adults (60+ years), these were common:

-Cost of living / financial stress

(Cost of living here. Money!; Cost of living (in relation to wages) and needing to work multiple jobs; Money;

-Access to services

(Lack of programs/services; Going to Nevada for services as Mammoth is too far away)

Feeling a lack of social support or isolation

(Social anxiety, loneliness; Lack of social contact, fun, community events, need music)

Finding Housing

(housing)

Securing stable employment

(Lack of workforce training, skilled trades, etc.)

Transgender, Genderqueer, Questioning or Unsure, Other Gender Identity

Top issues in the Community

Knowledge of mental health issues (14%)
Drugs or Alcohol (11%)
Experiencing Stigma or prejudice (11%)

Top issues for self

Finding housing (15%)
Lack of programs/services for specific groups of people (12%)
Cost of services (12%)

Top issues for youth 0-15

Finding housing (12%)
Experiencing bullying (12%)
Experiencing racism (12%)

Top issues for Transition age youth 16-25

Knowledge of MH issues (10%)
Feeling lack of social support or isolation (10%)
Lack of programs/services for specific groups (10%)

Top issues for Adults 26-59

Finding housing (12%)
Drugs or alcohol (10%)
Cost of services (10%)

Top issues for Older Adults 60+

Finding access to mental health providers (23%)
Feeling a lack of social support or isolation (13%)
Feeling a lack of purpose/meaning (13%)

Top strategies to promote mental health

Provide more programs and services for special populations (21%)
Use tech to promote connection (15%)
Offer services and programs at more convenient places and times (15%)
Increasing awareness of MH programs and services (12%)
Recruit and retain high quality BH staff (12%)

Sexual Orientation: Gay/Lesbian, Bi-sexual, Questioning/Unsure, Queer

Top issues in the Community

Experiencing stigma/prejudice (16%)
Knowledge of mental health issues (14%)
Finding access to MH providers (10%)
Securing stable employment (10%)

Top issues for self

Knowledge of mental health issues (13%)
Experiencing stigma/prejudice (11%)
Feeling a lack of social support or isolation (11%)

Top issues for youth 0-15

Knowledge of mental health issues (17%)
Experiencing stigma/prejudice (13%)
Finding housing (8%)
Lack of programs/services for specific groups (8%)

Top issues for transition age youth 16-25

Knowledge of mental health issues (13%)
Finding housing (11%)
Drugs or Alcohol (11%)
Feeling a lack of social support or isolation (10%)

Top issues adults 26-59

Knowledge of mental health issues (12%)
Finding access to MH providers (11%)
Feeling a lack of social support or isolation (11%)

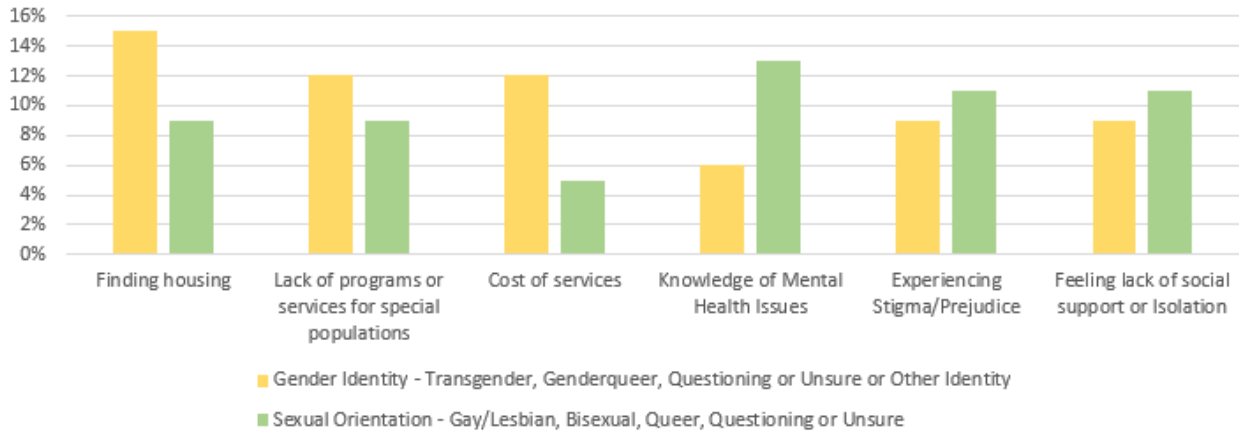
Top issues for older adults (60+)

Feeling a lack of social support or isolation (11%)
Knowledge of mental health issues (13%)
Family Relationships (13%)

Top strategies for promoting mental health

Provide more programs & services for special populations (20%)
Increase awareness of MH programs & services (17%)
Use technology to promote connection (13%)

Top Mental Health Issues - Self Gender Identity and Sexual Orientation Minorities



American Indian

Top issues in the Community

- Finding access to MH providers (21%)
- Knowledge of MH issues (18%)
- Securing stable employment (15%)

Top issues for self

- Knowledge of MH issues (15%)
- Experiencing stigma/prejudice (9%)
- Feeling a lack of social support or isolation (9%)
- Drugs or alcohol (9%)
- Lack of programs/services for special groups (9%)
- Feeling a lack of purpose/meaning (9%)
- Cost of services (9%)

Top issues for youth 0-15

- Finding access to MH providers (13%)
- Experiencing stigma/prejudice (13%)
- Knowledge of MH issues (10%)
- Lack of programs/services for special groups (10%)
- Experiencing bullying (10%)

Top issues for transition age youth 16-25

- Knowledge of MH issues (20%)
- Feeling a lack of social support or isolation (17%)
- Lack of programs/services for specific groups (10%)
- Feeling a lack of purpose/meaning (10%)

Top issues for adults 26-59

- Finding access to MH providers (15%)
- Feeling a lack of social support or isolation (15%)

Lack of programs/services for specific groups (9%)
Experiencing stigma/prejudice (9%)
Securing stable employment (9%)
Feeling a lack of purpose/meaning (9%)

Top issues for older adults 60+

Feeling a lack of social support or isolation (19%)
Finding access to MH providers (15%)
Family relationships (11%)
Feeling lack of purpose or meaning (11%)

Top strategies for promoting mental health

Increasing awareness of MH programs and services (22%)
Provide more programs and services for special populations (22%)
When possible, meet basic needs like housing, rental and food assistance (11%)
Offer services and programs at more convenient times and places (11%)
Recruit and retain high quality BH staff (11%)

Latinx

Top issues in the Community

Experiencing stigma/prejudice (17%)
Finding access to MH providers (13%)
Knowledge of MH issues (12%)

Top issues for self

Finding housing (16%)
Experiencing stigma/prejudice (11%)
Knowledge of MH issues (11%)
Lack of programs/services for specific groups (11%)
Feeling a lack of purpose/meaning (11%)

Top issues for youth 0-15

Experiencing stigma/prejudice (13%)
Finding access to MH providers (12%)
Experiencing bullying (10%)

Top issues for transition age youth 16-25

Finding housing (13%)
Experiencing stigma/prejudice (12%)
Finding access to MH providers (10%)
Feeling a lack of social support or isolation (10%)

Top issues for adults 26-59

Knowledge of MH issues (15%)

Drugs or alcohol (15%)
Finding access to MH providers (12%)
Securing stable employment (10%)

Top issues for older adults 60+

Finding access to MH providers (14%)
Knowledge of MH issues (14%)
Experiencing stigma/prejudice (12%)
Lack of programs/services for special populations (10%)

Top strategies to promote mental health

Increasing awareness of MH programs and services (23%)
Provide more programs/services for special populations (18%)
Use tech to promote connection (11%)
Meet basic needs like housing, rental and food assistance (11%)

Black or African American

Top issues in the Community

Experiencing stigma/prejudice (14%)
Knowledge of MH issues (12%)
Cost of services (12%)

Top issues for self

Knowledge of MH issues (16%)
Finding housing (14%)
Experiencing stigma/prejudice (11%)

Top issues for youth 0-15

Experiencing stigma/prejudice (16%)
Knowledge of MH issues (14%)
Feeling a lack of purpose/meaning (12%)

Top issues for transition age youth 16-25

Knowledge of MH issues (13%)
Getting into fights/experiencing anger management issues (11%)
Finding access to MH providers (9%)
Securing stable employment (9%)
Social media problems (9%)

Top issues adults 26-59

Finding access to MH providers (11%)
Knowledge of MH issues (11%)
Securing stable employment (11%)
Getting into fights/experiencing anger management (11%)
Feeling lack of social support/isolation (9%)

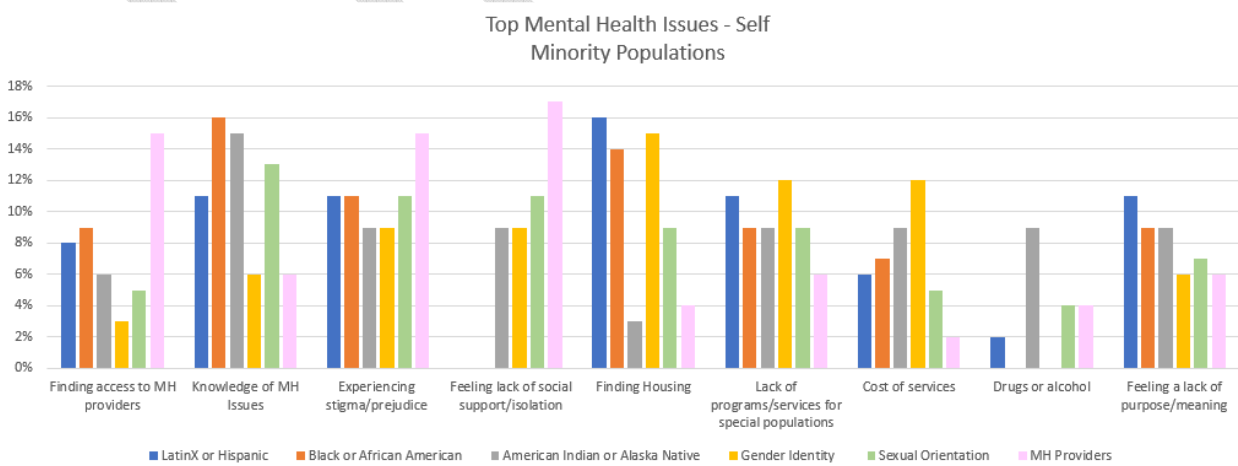
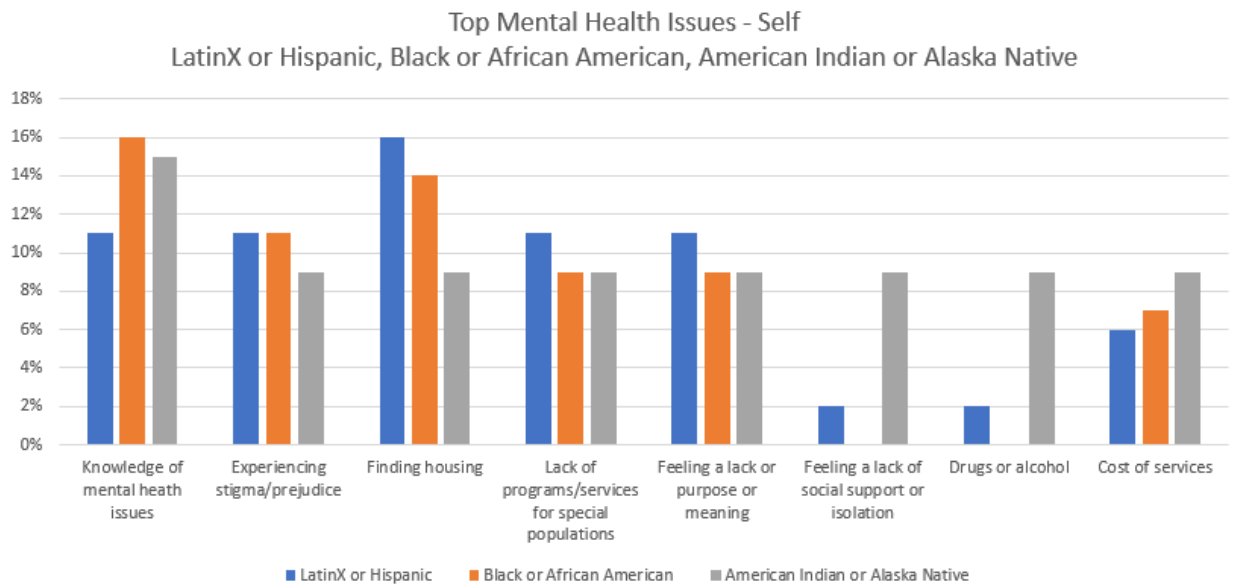
Experiencing bullying (9%)

Top issues for older adults (60+)

- Finding access to MH providers (15%)
- Experiencing stigma/prejudice (15%)
- Feeling a lack of meaning/purpose (13%)
- Experiencing bullying (10%)

Top strategies for promoting mental health

- Provide more programs and services for special populations (18%)
- Use tech to promote connection (16%)
- Meet basic needs like housing, rental and food assistance (14%)
- Recruit and retain high quality BH staff (14%)





OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

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): Bob Lawton, Stacey Simon, Janet Dutcher, and Dave Wilbrecht. 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 Public Safety Officers Association (PSO). Unrepresented employees: All.

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



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

REGULAR AGENDA REQUEST

Print

MEETING DATE June 15, 2021

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:

[Click to download](#)

No Attachments Available

History

Time

Who

Approval