

**MONO COUNY GENERAL PLAN**

CIRCULATION ELEMENT  
and  
REGIONAL TRANSPORTATION PLAN

**TABLE OF CONTENTS**

**I. INTRODUCTION ..... 1**  
Scope, Role, and Legal Framework of the Circulation Element..... 1

**II. ISSUES / OPPORTUNITIES / CONSTRAINTS ..... 2**  
Communications ..... 2  
County Facilities and Community Services Infrastructure ..... 3

**III. DEFINITIONS ..... 3**  
Communications ..... 3  
County Facilities and Community Services Infrastructure ..... 4

**IV. POLICIES ..... 4**  
Communications ..... 4  
    Broadband Distribution and Quality of Service ..... 4  
    Design and Placement of Communications Infrastructure ..... 5  
    Strategic Planning for Communications Infrastructure ..... 7  
County Facilities and Community Services Infrastructure ..... 11

**IV. REGIONAL TRANSPORTATION PLAN\* ..... 13**

*\*The **Regional Transportation Plan** is published as a separate document. It follows after page 13 of the Circulation Element with its own Table of Contents and page numbering.*

---

## I. INTRODUCTION

### SCOPE, ROLE, AND LEGAL FRAMEWORK OF THE CIRCULATION ELEMENT

The Circulation Element is intended to serve as an infrastructure plan addressing communications, County facilities, community services infrastructure, and the movement of people and goods. The Regional Transportation Plan (RTP), developed through a coordinated effort with Caltrans and including the municipal jurisdiction of the Town of Mammoth Lakes, is utilized in its entirety to address the movement of people and goods. Policies relating to energy, water, sewage, and storm drainage infrastructure are contained in the Conservation/Open Space Element.

The communications policies are intended to provide information, guidance, and recommendations as they relate to the development, implementation, and accessibility of communications infrastructure, particularly basic telephone, wireless telephone, and broadband Internet. These policies draw from a number of technical resources, reports, and other jurisdictions, including but not limited to the Humboldt County General Plan, policy work developed by the City of Santa Cruz, the Eastern Sierra Innovation and Prosperity Report developed by Sierra Business Council, and the Mono County Economic Development Strategy.

The County facilities policies are intended to provide structure for the cataloging and selection of projects relating to County facilities. Policies to reduce energy consumption in County facilities are located in the Conservation/Open Space Element. The community infrastructure policies are intended to describe the mechanisms that ensure adequate services within community areas.

By statute, the Circulation Element must correlate directly with the Land Use Element, and has direct relationships with the Housing, Open Space, Noise, and Safety elements.

**Land Use:** The Regional Transportation Plan (RTP) considers and incorporates demographic and land use projections, correlating transportation issues directly with the Land Use Element. In addition, communication policies directly correlate with development standards in the Land Use Element.

**Housing:** In Mono County, the circulation system is well established, and there is little traffic congestion. When congestion does occur, it is not the result of residents' commuting, but of recreational traffic at peak use periods or special events, combined with local use. The existing circulation system is generally adequate to provide for additional housing, and the RTP provides for improvements to the local transportation system that will allow for the continued development of housing.

**Conservation/Open Space:** Since 94% of the land in Mono County is publicly owned, and 90% is federally owned, much of Mono County remains open space. Policies in both the Conservation/Open Space Element and the Land Use Element focus future development in existing community areas, providing additional open-space protection. The RTP focuses on transportation issues within and connecting these existing community areas, and communications and facilities/infrastructure policies focus on serving these existing communities. The communications policies and related regulations in the Land Use Element are sensitive to the potential impacts of communication infrastructure on the open-space character of the county.

**Noise:** The transportation network is the primary source of noise within Mono County, and the Noise Element quantifies noise exposure of the transportation routes identified in the RTP.

**Safety:** The Safety Element recognizes the potential impacts of seismic, geologic, flooding, avalanche, and fire hazards to the transportation network and existing communities. In addition, the RTP and communication policies in the Circulation Element address lack of cell phone coverage along transportation corridors as safety needs of traveling motorists.

---

## II. ISSUES / OPPORTUNITIES / CONSTRAINTS

### COMMUNICATIONS

1. Telecommunications infrastructure and services are critical components for long-term growth and sustainability for the county, as they provide the basic resources necessary for businesses to operate and add to the quality of life for residents. Increasingly, business success is tied to online accessibility, including e-commerce solutions, discoverability, and the overall necessity of high-quality broadband capable of high speeds with symmetric up and down transfer rates. Of equal importance is broadband to residents for access to online education, research, employment, health care, and government resources.
2. Historically, Mono County has suffered from a lack of quality broadband due to our rural nature and low population with dispersed community areas. With the installation of Digital 395 (see III.C. Definitions for more information) in 2013, however, capacity issues will be resolved and new opportunities will arise.
3. With the rapid advances in mobile device technology, both providers and subscribers are increasingly looking to mobile solutions to help fill communication gaps and provide alternatives to typical fixed deployments. While the mobile alternatives are extremely valuable at fulfilling their role, they are not a panacea for solving broadband issues throughout the county.
4. The primary issues with the mobile broadband solution are the data caps that are placed on customers, the overall cost of the service, and the typical requirement of a long-term contract in order to receive the service. While these are hurdles typically overcome by those looking to utilize this technology as a secondary method for accessing the Internet, for those who are looking at it as their primary, they may be insurmountable.
5. For the most part, some form of cellular coverage exists in almost every community; however, it is carrier dependent. AT&T and Verizon are the two main carriers, whose coverage models overlap, but do not provide the same coverage in all of the same areas. In addition to some communities not having cellular service, there are significant sections of our primary highway corridors without coverage, which poses safety concerns and convenience issues for travelers.
6. With Digital 395, cellular coverage throughout the county may improve as new sites are developed and existing sites improved with upgraded technology that adopts a fiber-fed backhaul. This development pattern is important, and should be considered strategically and implemented thoughtfully in order to meet goals and objectives while adhering to policies and parameters.
7. Within the context of non-mobile broadband technology, Mono County continues to struggle with the basic aspects of accessibility, reliability, and adoption. These three aspects are closely related to each other, as the region as a whole has been starved of quality Internet until very recently. Where service is accessible (mainly in the major community areas), the reliability and usability of that service has not always been great enough to motivate everyone to adopt. Coupled with the demographics of the region (a mix of income levels, education, age, and ethnicities), a portion of the population still does not use the Internet.
8. Outside the town of Mammoth Lakes and the community of June Lake, most communities do not have more than one Internet Service Provider. For the most part, smaller communities are serviced by a single, fixed wireless provider (Schat.net), leaving only one other small, wireline provider (Escape Broadband) to compete with the bigger companies offering wireline service – Suddenlink and Verizon.
9. Due to limited competition, the market in each community has been dominated by a single (non-mobile) carrier, which limits consumer choice, stifles competition, and does not afford redundancy. In addition, business use of Internet is limited to residential- grade service plans, with only a small number of T1 type connections, or similar higher- speed service offerings. In general, this has not only

resulted in those businesses being confined to Mammoth or June Lake, but also made it difficult or financially impractical for businesses to get higher speeds or symmetric service offerings.

10. A high priority is placed on broadband market development, and the engagement of Mono County in the regional deployment of this critical infrastructure. Participation in local, regional, statewide, and federal efforts that are aimed at the improved diffusion of broadband and communications technology is an important part of achieving the goals and objectives.

### **COUNTY FACILITIES AND COMMUNITY SERVICES INFRASTRUCTURE**

1. County facilities provide important public gathering spaces and focal points in local communities. Determining the highest priority community facilities is often a challenging public conversation.
2. County facilities provide important office space for employees to serve the public and are critical to work-space quality. Care and consideration should be given to facility purpose, work-space planning, special requirements, etc. when designing and building.
3. The operations and maintenance of facilities and infrastructure, both ongoing and ever-increasing costs, are a challenge and should be considered in the planning and financing for capital improvements.
4. Adherence to a standardized procedure for submitting, reviewing, approving and implementing facilities projects is needed to ensure limited resources are utilized effectively.
5. Due to the size, isolation and dispersed nature of Mono County and its communities, there is a need to maintain geographically convenient services for north and south county.
6. Due to limited resources, there is a need and opportunity to coordinate public facilities with other agencies, particularly special districts and the Town of Mammoth Lakes.
7. Due to land ownership patterns, efficient service provision requires collaboration with public land management agencies, including the Los Angeles Department of Water and Power.
8. The completion of the Digital 395 project created a significant opportunity to expand communication services to communities and for use within County facilities.

## **III. DEFINITIONS**

### **COMMUNICATIONS**

1. Digital 395: A 583-mile long Middle Mile fiber-optic project between Carson City, NV, and Barstow, CA. This project was jointly funded by the US Department of Commerce under the American Recovery and Reinvestment Act of 2009 (ARRA), and a ratepayer fund dedicated to broadband development known as the California Advanced Services Fund, which is administered by the California Public Utilities Commission.
2. California Broadband Cooperative: A not-for-profit telephone cooperative that will serve as the long-term owner and operator of the Digital 395 network.
3. Praxis Associates Inc.: A recognized California-based fiber-optic development firm responsible for securing the funding and serving as the lead on the design, management, and construction of the Digital 395 project.
4. Middle Mile: In utilities and telecommunication networks, this is the core portion of the infrastructure that provides the high-capacity, long-haul routes from points of origin for service to local service providers and smaller distribution networks.

5. Last Mile: In utilities and telecommunication networks, this is the local network that delivers service to consumers, as developed and carried out by Internet Service Providers (ISPs).
6. Anchor: As it relates to Digital 395, these are government, education and medical facilities, and service provider points of interconnect where services are provided by Digital 395.
7. Node: As it relates to Digital 395, these are locations along the fiber route where hardware is located that amplifies signal in the fiber, routes traffic on the network, and provides points of interconnect.
8. Fiber Access Point (FAP): Typically located in underground vaults, these are points of access to fibers broken out from the Digital 395 backbone for the purpose of providing a point of interconnect for future middle- or last-mile services.
9. Network Interface Device (NID): A piece of technology installed at anchors where the Digital 395 network is terminated and can be interfaced with a local network.
10. Mobile Wireless: A general term used to describe broadband service that is offered typically by cellular carriers via 3G, 4G, LTE or similar types of networks to smartphones, tablets, and other mobile technology.
11. Fixed Wireless: A term used to describe broadband service that is offered by an Internet Service Provider via wireless infrastructure that is installed on premise and aimed at a repeater site.
12. Wireline: A general term that is used to describe a connection to the Internet that is provided via hardware, as in the case of DSL, Cable, or Fiber-based technologies.

#### **COUNTY FACILITIES AND COMMUNITY SERVICES INFRASTRUCTURE**

13. Capital Improvement Program (CIP): A separate accounting fund for projects that are expected to exceed the capitalization threshold. In 2014, the capitalization threshold was \$25,000.
14. County Comprehensive Facilities Plan: A complete list of the County's various facility projects and needs, and a procedure for selecting projects for implementation based upon limited resources.

### **IV. POLICIES**

#### **COMMUNICATIONS**

##### **Broadband Distribution and Quality of Service**

**Goal 1.** Facilitate the distribution of the best broadband service possible, to as many users within community areas and key transportation corridors as possible, in a timely and cost- effective manner that minimizes impacts to visual and natural resources.

**Objective 1.A.** Work with providers to deliver the best service possible to Mono County residents, businesses, and visitors.

**Policy 1.A.1.** Providers shall develop new infrastructure projects using the best available technology that meets or exceeds current industry standards and is consistent with Goal 2.

**Action 1.A.1.a.** Providers shall meet or exceed standards set by the California Advanced Services Fund (CASF) for "Served" communities.<sup>1</sup>

---

<sup>1</sup> California Advanced Services Fund is a division of the California Public Utilities Commission (CPUC) and is responsible for increasing broadband adoption in hard-to-reach areas of California. More information at <http://www.cpuc.ca.gov/PUC/Telco/Information+for+providing+service/CASF/index.htm>

**Action 1.A.1.b.** Encourage new infrastructure projects to use high-capacity wireline solutions (such as Fiber-to-the-Premise). Providers should demonstrate a justification for alternative technologies requirements when wireline is impractical.

**Policy 1.A.2.** Providers shall develop and deliver services that improve accessibility to high-quality broadband while protecting consumers and ensuring fair and equal access to those utilizing services within the county.

**Action 1.A.2.a.** Ensure Internet Service Providers (ISPs) possess a current business license, and be current on all applicable franchise licenses, taxes, and fee payments.

**Action 1.A.2.b.** ISPs shall furnish and uphold Customer Service Standards that provide privacy protection, clear service and billing procedures, reliability, or a similar service level agreement, and means by which to contest service not meeting said standards.

**Action 1.A.2.c.** The County should work with providers to establish and maintain consumer awareness information and materials. Periodically review and publish information on local providers based on service standards, including but not limited to coverage area, speeds, etc.

**Objective 1.B.** Deploy broadband to as many community areas and key transportation corridors as possible, and pursue additional providers to increase competition and improve quality of service.

**Policy 1.B.1.** Work with providers and other entities to develop projects that deliver broadband service to all communities.

**Action 1.B.1.a.** Establish and maintain a list of high-priority communities that can be referred to when providers are looking to build new projects.

**Action 1.B.1.b.** Actively seek out providers and other reasonable alternatives to establish broadband service in unserved communities throughout the county.

**Action 1.B.1.c.** Coordinate and work with Eastern Sierra Connect Regional Broadband Consortium (ESCRBC) and other entities to locate funding opportunities for providers interested in building projects in “unserved” and “underserved” communities.

**Action 1.B.1.d.** Pursue additional providers or other reasonable alternatives to improve the quality of service, competition, and reliability in communities throughout the county.

**Action 1.B.1.e.** Look for opportunities to establish access to broadband in other rural or outlying areas for the purpose of enhancing health & safety or economic development purposes where traditional approaches or solutions are impractical.

**Policy 1.B.2.** Establish free WiFi in public spaces including County buildings, parks, community centers, and in commercial corridors in community areas.

**Action 1.B.2.a.** Provide free WiFi for public use in County offices and facilities.

**Action 1.B.2.b.** Work with service providers to establish free WiFi in commercial corridors and other public areas to support and promote local businesses.

**Action 1.B.2.c.** Limit speeds on public WiFi networks so as not to compete with residential or business connections offered by local service providers.

### **Design and Placement of Communications Infrastructure**

**Goal 2.** Ensure deployment and implementation minimizes impacts to visual and natural resources. Provide development standards for communication infrastructure located throughout the county.

**Objective 2.A.** Minimize the impact on the environment and scenic resources of communications projects and infrastructure.

**Policy 2.A.1.** Providers shall utilize distribution practices that cause the least amount of long-term/significant environmental and visual impacts, including the use of design and screening tactics (also see Mono County Design Guidelines).

**Action 2.A.1.a.** Projects shall comply with requirements in Chapter 11, Section 11.010, of the Land Use Element.

**Action 2.A.1.b.** To support utilization of existing infrastructure and co-location, the County should maintain a database of existing communications infrastructure that can be referenced when evaluating projects and prior to permitting, and that is available to providers.

**Action 2.A.1.c.** Encourage placement of towers outside community areas.

**Policy 2.A.2.** Underground existing overhead infrastructure when possible.

**Action 2.A.2.a.** Seek and utilize Rule 20, grant funds, public-private partnerships, or other creative funding opportunities, such as loans or mortgages, to underground infrastructure.

**Action 2.A.2.b.** Utilize a community-based public planning process to help identify and prioritize future undergrounding projects; review area plans for existing community direction.

**Action 2.A.2.c.** Establish an inventory and set of priorities for each community for future undergrounding projects based on areas of high preference or priority, as driven by public safety, reliability, community benefit (commercial cores, downtowns, etc.), or visual blight issues.

**Action 2.A.2.d.** Maintain an inventory of all underground districts and past funded projects in the county.

**Policy 2.A.3.** Utilize existing permit-review procedures, such as the Land Development Technical Advisory Committee, to ensure project compliance and engage interested County departments, including Information Technology (IT), and other stakeholders.

**Objective 2.B.** Develop and manage underground infrastructure as “basic infrastructure” that adheres to standards, is available for public use, and is managed as an asset in line with other public property.

**Policy 2.B.1.** Underground infrastructure shall be installed in accordance with standards specified in Chapter 11, 11.010, regarding placement, material, and method, and should adhere to other best practices.

**Action 2.B.1.a.** Conduit in public streets should be placed a minimum depth of three feet.

**Action 2.B.1.b.** Conduit installed for the purposes of Middle-Mile or long-haul routes, or that is installed in major streets or arterials, should be the equivalent minimum of 4" in diameter.

**Action 2.B.1.c.** Conduit installed for the purposes of Last-Mile or distribution routes should be a minimum of 1½" in diameter.

**Action 2.B.1.d.** Conduit should be installed at the intersection of streets that is the equivalent of at least 4" in diameter and made accessible via vaults or similar appropriate means.

**Action 2.B.1.e.** Encourage the use of micro duct or similar technology in conduit installations so as to segregate providers.

**Action 2.B.1.f.** A reasonable amount of space shall be retained by the owner of the underground infrastructure for the purpose of potential future use.

**Action 3.B.1.g.** Allow developers who install conduit to recover their costs through renting or leasing space in conduit at a fair and competitive price until the point that the cost of installation is paid off.

### **Strategic Planning for Communications Infrastructure**

**Goal 3.** Plan for the improvement and expansion of the communications infrastructure network by seeking cost-effective and efficient solutions.

**Objective 3.A.** Utilize County property and rights of way, or other public spaces and resources, for communication sites or infrastructure.

**Policy 3.A.1.** The County shall provide sites or space for communication facilities, including cabinet structures, pedestals, antennas, etc. where appropriate and feasible.

**Action 3.A.1.a.** Develop and maintain an inventory of viable sites, permissible uses, associated costs, power and backhaul access, and other relevant information on County property and rights of way.

**Action 3.A.1.b.** Consolidate and co-locate facilities on County property or rights-of-way without interfering with County infrastructure, and design new facilities and projects taking into consideration future communication infrastructure.

**Action 3.A.1.c.** Review locations of Digital 395 Fiber Access Points (FAPs) within County rights of way and determine how providers may utilize or access FAP and install necessary infrastructure in right of way.

**Policy 3.A.2.** Projects conducted on County property, including rights of way, shall follow a 'Dig Once' objective.

**Action 3.A.2.a** Install conduit in public streets during construction/re-construction for future communications infrastructure use.

**Action 3.A.2.b.** Accommodate construction of conduit laterals leading to private property for potential future use.

**Policy 3.A.3.** Interested parties shall be notified of any opportunity for installing additional conduit or infrastructure in open trenches in County right of way.

**Action 3.A.3.a.** Look for opportunities to place new conduit through joint utility trenches.

**Action 3.A.3.b.** Require formal notification of utilities and interested parties of a joint trench opportunity prior to issuance of permit for construction work.

**Action 3.A.3.c.** Require installation of secondary or tertiary conduit whenever new conduit is being installed in public rights of way to accommodate future use/growth.

**Policy 3.A.4.** Underground infrastructure in County rights-of-way shall be accessible and remain available for use by qualified providers.

**Action 3.A.4.a.** Accept offers of dedication for underground infrastructure from private developers and maintain conduit in the public's interest.

**Action 3.A.4.b.** Work with special districts, quasi-public entities, or third-party companies and vendors for long-term ownership or management of underground conduit, so long as the infrastructure remains available to the public at a fair price and in an open and competitive manner.

**Policy 3.A.5.** Leverage existing broadband infrastructure, including Digital 395, before constructing new infrastructure.

**Action 3.A.5.a.** Lease existing bandwidth, dark fiber, or conduit space from California Broadband Cooperative when network routes parallel Digital 395 infrastructure.

**Policy 3.A.6.** Collaborate with public land managers and other agencies to provide infrastructure locations consistent with Mono County's policies and regulations.

**Action 3.A.6.a.** Encourage use of public land for site location and pursue opportunities with federal agencies, special districts, or local agencies.

**Action 3.A.6.b.** Work with land management agencies to ensure knowledge and understanding of future development plans, county General Plan policies and guidelines, and find opportunities to synchronize policies and objectives between entities.

**Objective 3.B.** Design communication infrastructure for future use into County projects.

**Policy 3.B.1.** Communication projects shall be added to the county Comprehensive Capital Facilities Plan for consideration through the established process for prioritization and funding.

**Policy 3.B.2.** The County shall consider communications conduit as a standard aspect of a street and shall take advantage of opportunities to install infrastructure when appropriate.

**Action 3.B.2.a.** Conduit shall be incorporated in the design and cost estimate phases of new street, sidewalk, or other related transportation projects.

**Action 3.B.2.b.** Establish dedicated revenue account(s) to be funded through leases or rents of County property for communications infrastructure, and to be made available for future conduit development and maintenance projects.

**Action 3.B.2.c.** When funding is not available for conduit, look for alternative sources including grants, special districts, public-private partnerships, private funding, or improvement district(s) in advance of actual construction effort.

**Objective 3.C.** Evaluate opportunities and establish a plan for future communications infrastructure needs and development opportunities.

**Policy 3.C.1.** Utilize existing committees, such as the Collaborative Planning Team, to coordinate and review communication development projects in neighboring jurisdictions or with a regional perspective.

**Action 3.C.1.a.** Work to develop a common set of standards and protocols for permitting, design, etc. that ensure consistency for providers and ensure the best delivery of service to our constituents.

**Action 3.C.1.b.** Evaluate Capital Improvement Plans (CIPs) for potential integration of broadband/communication projects.

**Policy 3.C.2.** Work with the private sector to identify future projects.

**Action 3.C.2.a.** Work with cellular providers and third-party tower developers to gain an understanding of future development intentions.

**Objective 3.D.** Develop and maintain a comprehensive inventory of communications, and related infrastructure for planning purposes.

**Policy 3.D.1.** The County shall establish and maintain a GIS database containing information and data on existing infrastructure (basic infrastructure information is also located in the Master Environmental Assessment [MEA]).

**Action 3.D.1.a.** Develop and maintain an inventory of communication infrastructure, capacity, and relevant characteristics for underground conduit, cell tower sites, and other facilities, with a focus on County properties and rights of way.

**Action 3.D.1.b.** Develop and maintain a list of priority “unserved” and “underserved” areas throughout Mono County in need of broadband and engage Last-Mile Providers with the intent of developing projects in those areas.

**Action 3.D.1.c.** Develop and maintain an inventory of cell phone coverage gaps, shadow areas, and potential locations (if identified).

**Action 3.D.1.d.** Catalog potential projects and future development plans in a GIS database for internal reference purposes and planning efforts.

**Action 3.D.1.e.** Acquire maps, data, and other relevant information from special districts and service districts throughout the county that provide service to local residents.

**Action 3.D.1.f.** Inventory and develop a publicly accessible dataset that contains the best known locations for infrastructure that may be used by future providers, as well as public sites anticipated to be problematic.

**Objective 3.E.** Improve and expand the communications network to meet critical public needs, improve government services, and support vibrant communities and local economies.

**Policy 3.E.1.** Leverage Digital 395 and other broadband and communications resources to improve public safety.

**Action 3.E.1.a.** Implement an Emergency Services Network using Digital 395 that connects the satellite facilities of emergency services personnel within Mono County, as well as surrounding jurisdictions with the intent of improving the exchange of information among all parties.

**Action 3.E.1.b.** Utilize the Emergency Services Network to improve Enhanced 911 services by coordinating information shared between dispatch and responders.

**Policy 3.E.2.** Improve cellular coverage area and establish redundant communications in communities.

**Action 3.E.2.a.** Direct future providers to key transportation corridors and community areas without cellular service due to coverage gaps or shadow areas. (See Action 3.D.1.c.)

**Policy 3.E.3.** Utilize Digital 395 and technology as a whole to improve government accountability and accessibility, improve efficiency, and reduce environmental and fiscal impacts.

**Action 3.E.3.a.** Develop and/or promote use of video conferencing, virtual meetings, a ride-share program, and other methods to reduce trips between County offices and to non-county locations.

**Action 3.E.3.b.** Budget for, install, and make available video conferencing equipment at County locations, such as community centers, libraries, and satellite offices.

**Action 3.E.3.c.** Utilize mobile data terminals or other similar computing devices to provide service to customers in the field.

**Action 3.E.3.d.** Explore and utilize paperless approaches for meetings, public information, and publication of reports, etc.

**Action 3.E.3.e.** Develop policies and guidelines for County staff to work remotely or telecommute when appropriate.

**Action 3.E.3.f.** Utilize the Internet, including websites, emails, and other similar communication vehicles to disseminate information to constituents and the general public.

**Action 3.E.3.g.** Provide access to public meetings via the Internet, "Public, Education, and Government (PEG) Access Channels", or other similar communication vehicles.

**Policy 3.E.4.** Develop a broadband economic development strategy for Mono County.

**Action 3.E.4.a.** Develop information and products including marketing collateral, white papers, case studies, and other relevant materials that can assist with the promotion of technology-focused business in Mono County.

**Action 3.E.4.b.** Develop a strategic outreach and marketing plan utilizing the developed materials and targeting technology-focused businesses.

**Action 3.E.4.c.** Promote telecommuting as a viable method allowing visitors to stay in the region longer and work remotely, and attract new permanent residents to relocate to the area and work from Mono County.

**Action 3.E.4.d.** Promote workforce development and educational opportunities to train local residents and stakeholders about benefits and uses of technology, focused on the expansion of existing business and development of new business ventures.

**Action 3.E.4.e.** Utilize the broadband network to attract new businesses and promote business development.

**Policy 3.E.5.** Perform a business opportunity analysis study.

**Action 3.E.5.a.** Evaluate locations in the county that would be viable for various types and sizes of new technology businesses.

**Action 3.E.5.b.** Evaluate issues, opportunities, and constraints pertaining to business development in various locations of the county.

**Action 3.E.5.c.** Consider changes to policies that may hinder or otherwise complicate development of technology or green business development, including waiving of permit or licensing fees.

**Action 3.E.5.d.** Evaluate broadband adoption and digital literacy programs and initiatives to support business retention and expansion.

**Objective 3.F.** Build support and funding for improving and expanding the communication infrastructure system through collaboration.

**Policy 3.F.1.** Support programs and initiatives that improve broadband adoption and digital literacy.

**Action 3.F.1.a.** Work with regional broadband consortia, state and national initiatives, and local service providers to offer broadband to low-income, at-risk, and under-/unserved populations.

**Policy 3.F.2.** Leverage and support the California Broadband Cooperative, Eastern Sierra Connect Regional Broadband Consortium, and other similar not-for-profit broadband organizations to help achieve County goals and objectives.

**Action 3.F.2.a.** Maintain a County seat on the Eastern Sierra Connect Regional Broadband Consortium and maintain the County's interest in regional broadband development and adoption programs.

**Action 3.F.2.b.** Appoint a non-elected representative to the Board of Directors for the California Broadband Cooperative.

**Policy 3.F.3.** Seek grants and other funding opportunities for communication infrastructure projects consistent with these General Plan policies.

## COUNTY FACILITIES AND COMMUNITY SERVICES INFRASTRUCTURE

**Goal 4.** Develop and maintain County facilities and infrastructure meeting the needs of employees, communities, and the public.

**Objective 4.A.** Develop a system to inventory potential County facilities projects and select projects for implementation.

**Policy 4.A.1.** A county Comprehensive Facilities Plan (CCFP) shall be developed to inventory potential projects.

**Action 4.A.1.a.** The CCFP shall contain capital improvement and maintenance projects, with provisions for addressing emergency projects.

**Action 4.A.1.b.** Transportation projects identified by the Local Transportation Commission and in the Regional Transportation Plan shall be included in the CCFP.

**Action 4.A.1.c.** All proposed projects with sufficient information shall be added to the CCFP for future implementation consideration (see the "Public Works Project Approval Policy").

**Policy 4.A.2.** The "Public Works Project Approval Policy" shall be applied to select CCFP projects for implementation using approved criteria to ensure limited resources are utilized for the highest-priority projects.

**Action 4.A.2.a.** Projects not selected shall remain in the CCFP for future consideration.

**Action 4.A.2.b.** The highest-priority capital facilities projects, including transportation projects, should be incorporated into a multi-year Capital Improvement Plan (CIP) that includes funding allocations to respond to long-range infrastructure needs.

**Policy 4.A.3.** Address the need for accessibility compliant with the Americans with Disabilities Act (ADA) through the County's multi-departmental ADA Task Force.

**Action 4.A.3.a.** Participate in ADA Task Force meetings and the development of projects.

**Action 4.A.3.b.** ADA projects shall be added to the CCFP and subject to the selection process.

**Policy 4.A.3.** Seek funding sources such as grants, public-private partnerships, cooperative agreements, etc. to implement projects in the CCFP.

**Policy 4.A.4.** Reduce energy use in existing and new County facilities pursuant to policies in the Conservation/Open Space Element.

**Objective 4.B.** Ensure the provision of adequate and convenient public services by the County and local community providers such as special districts.

**Policy 4.B.1.** Provide geographically convenient County service centers in Bridgeport and Mammoth Lakes.

**Policy 4.B.2.** Collaborate with special districts and other entities to provide efficient joint use of public facilities.

**Policy 4.B.3.** Pursue joint projects with agencies to leverage funding opportunities, such as forest highway upgrades.

**Policy 4.B.4.** Pursue extension of communication infrastructure to unserved communities consistent with the Communication policies in this General Plan element.

**Policy 4.B.5.** Work with special districts and other appropriate entities to meet community infrastructure needs such as water, sewer, fire protection, etc.

**Action 4.B.5.a.** Focus community services infrastructure in existing communities consistent with countywide policies in the Land Use Element (citations – Objective A and added Objective relating the GHG reduction).

**Action 5.B.4.b.** Review community area policies, the Conservation/Open Space policies, and Safety Element policies for specific needs by community or service.

**Policy 4.B.6.** As needed, review and ensure consistency with the LAFCO sphere of influence recommendations and municipal service reviews (MSRs) to pursue efficient delivery of services.

#### **IV. REGIONAL TRANSPORTATION PLAN\***

*\*The **Regional Transportation Plan** is published as a separate document. It follows after this page of the Circulation Element with its own Table of Contents and page numbering.*