



# AGENDA

## BOARD OF SUPERVISORS, COUNTY OF MONO STATE OF CALIFORNIA

Regular Meetings: The First, Second, and Third Tuesday of each month. Location of meeting is specified just below.

MEETING LOCATION Board Chambers, 2nd Fl., County Courthouse, 278 Main St., Bridgeport, CA 93517

### Regular Meeting October 14, 2014

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**TELECONFERENCE LOCATIONS:** 1) First and Second Meetings of Each Month: Mammoth Lakes CAO Conference Room, 3rd Floor Sierra Center Mall, 452 Old Mammoth Road, Mammoth Lakes, California, 93546; 2) Third Meeting of Each Month: Mono County Courthouse, 278 Main, 2nd Floor Board Chambers, Bridgeport, CA 93517. Board Members may participate from a teleconference location. Note: Members of the public may attend the open-session portion of the meeting from a teleconference location, and may address the board during any one of the opportunities provided on the agenda under Opportunity for the Public to Address the Board.

**NOTE:** In compliance with the Americans with Disabilities Act if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (760) 932-5534. Notification 48 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting (See 42 USCS 12132, 28CFR 35.130).

Full agenda packets are available for the public to review in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517), and in the County Offices located in Minaret Mall, 2nd Floor (437 Old Mammoth Road, Mammoth Lakes CA 93546). Any writing distributed less than 72 hours prior to the meeting will be available for public inspection in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517). **ON THE WEB:** You can view the upcoming agenda at [www.monocounty.ca.gov](http://www.monocounty.ca.gov) . If you would like to receive an automatic copy of this agenda by email, please send your request to Shannon Kendall, Sr. Deputy Clerk of the Board: [skendall@mono.ca.gov](mailto:skendall@mono.ca.gov) .

***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**

on items of public interest that are within the subject matter jurisdiction of the Board. (Speakers may be limited in speaking time dependent upon the press of business and number of persons wishing to address the Board.)

**2. APPROVAL OF MINUTES - NONE**

3. **PRESENTATIONS - NONE**

4. **BOARD MEMBER REPORTS**

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

5. **COUNTY ADMINISTRATIVE OFFICE**

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

6. **DEPARTMENT/COMMISSION REPORTS**

7. **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. Potential Lease of Communications Tower Site**

Departments: CAO / County Counsel

Request to lease Conway Summit cell tower site.

**Recommended Action:** Direct staff to offer to the public the Lease of the Conway Summit cell tower site for no more than \$10,000 per month, for a duration not exceeding 10 years, for a purpose of maintaining a communications tower, or as determined by the Board. Authorize CAO to execute a lease of the property after achieving compliance with Mono County Code Section 3.05.030. Provide any additional desired direction to staff.

**Fiscal Impact:** None at this time. A new lease may have a slight positive impact to County revenues.

**B. Appointment of New Member to the Mono County Child Care Council**

Departments: Board of Supervisors

The Mono County Child Care Planning Council (MCCCC) would like to appoint a new member to its Council. The new member will be Molly DesBaillets for a two year term. This item is being sponsored by Chairman Larry K. Johnston.

**Recommended Action:** Appoint Molly DesBaillets to the Mono County Child Care Planning Council for a two year term beginning 11/1/2014 and expiring 10/31/2016.

**Fiscal Impact:** None.

**C. Employment Agreement of Bob Musil as Mono County Clerk-Recorder**

Departments: County Administrator's Office/Human Resources

Proposed resolution approving a contract with Bob Musil as Clerk Recorder and prescribing the compensation, appointment and conditions of said employment.

**Recommended Action:** Approve Resolution #R14-\_\_\_\_\_, approving an employment agreement with Bob Musil and prescribing the compensation, appointment and conditions of said employment. Authorize the Board Chairman to execute said contract on behalf of the County.

**Fiscal Impact:** FY 2014-2015 (8.39 months) - Total cost is 105,148.99 of which \$67,959.00 is salary; \$14,581.96 is PERS; and, \$22,608.03 is benefits. FY 2015-2016 (12 months) - Total is \$150,391.88 of which \$97,200 is salary; \$20,856.20 is PERS; and, \$32,335.68 is benefits.

**D. Employment Agreement of Shannon Kendall as Assistant Mono County Clerk-Recorder-Registrar of Voters**

Departments: County Administrator/Human Resources

Proposed resolution approving a contract with Shannon Kendall as Assistant Clerk-Recorder-Registrar of Voters, and prescribing the compensation, appointment and conditions of said employment.

**Recommended Action:** Approve Resolution #R14-\_\_\_\_\_, approving an employment agreement with Shannon Kendall and prescribing the compensation, appointment and conditions of said employment. Authorize the Board Chair to execute said contract on behalf of the County.

**Fiscal Impact:** FY 2014-2015 (8.39 months) - Total of \$82,181.53 of which \$57,052.00 is salary; \$12,241.64 is PERS contribution by County and 12,887.88 in benefits. FY 2015-2016 (full year) - Total of \$117,542.11 of which \$81,600.00 is salary and \$17,508.91 is PERS contyrtibution and \$18,433.20 is benefits.

**8. CORRESPONDENCE RECEIVED (INFORMATIONAL)**

All items listed are located in the Office of the Clerk of the Board, and are available for review.

**A. D&S Waste Removal, Inc.**

Correspondence dated September 24, 2014 from Darrol J. Brown, President of D&S Waste Removal, Inc. regarding a request to lower the Exported Waste Fee to offset what they pay Lockwood Regional Landfill.

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**9. REGULAR AGENDA - MORNING**

**A. Digital 395 Update & Recognition**

Departments: Information Technology

25 minutes (15 minute presentation; 10 minute discussion)

(Nate Greenberg) - 1. Provide the Board with an update on the status of Digital 395.  
2. Recognize and thank staff and members of the community who contributed to the success of Digital 395.

**Recommended Action:** Informational only.

**Fiscal Impact:** None.

**B. Review of Snow Removal Policies, Procedures and Priorities**

Departments: Public Works

15 minutes (5 minute presentation; 10 minute discussion)

(Jeff Walters) - Each year the Roads Division of Public Works provides the Board of Supervisors for their review a list of the snow removal policies, procedures and priorities for county-maintained roads.

**Recommended Action:** 1. Receive a staff report regarding current snow removal policies, procedures, and priorities. 2. Provide direction to staff regarding modification to current snow removal policies, procedures and priorities. 3. Consider and potentially adopt Resolution No. R14-\_\_\_, "A Resolution of the Mono County Board of Supervisors Re-Establishing Snow Removal Policies, Procedures and Priorities for County-Maintained Roads." 4. Provide any desired direction to staff.

**Fiscal Impact:** None.

**C. Inyo-Mono IRWMP Phase II Plan Administrative Update**

Departments: Community Development

25 minutes (15 minute presentation; 10 minute discussion)

(Brent Calloway, Mark Drew) - Presentation by Brent Calloway and Mark Drew regarding Inyo-Mono IRWMP Phase II Plan Administrative Update.

**Recommended Action:** 1. Receive update/overview on Integrated Regional Water Management Plan (IRWMP) activities and summary of administrative update of Inyo-Mono Phase II Plan; and 2. Authorize staff to support approval of Phase II Plan update at October 22 meeting of Inyo-Mono IRWMP and provide any other desired direction to staff.

**Fiscal Impact:** No impact, although no action by Mono County on the plan update may result in delayed grant eligibility and fund distributions.

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

on items of public interest that are within the subject matter jurisdiction of the Board. (Speakers may be limited in speaking time dependent upon the press of business and number of persons wishing to address the Board.)

**11. CLOSED SESSION**

**A. Closed Session--Human Resources**

CONFERENCE WITH LABOR NEGOTIATORS. Government Code Section 54957.6. Agency designated representative(s): Marshall Rudolph, John Vallejo, Leslie Chapman, and Jim Leddy. 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), and Mono County Sheriff Department's Management Association (SO Mgmt). Unrepresented employees: All.

**B. Closed Session - Conference With Legal Counsel**

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION. Paragraph (1) of subdivision (d) of Government Code section 54956.9. Name of case: Mono County v. Standard Industrial Minerals.

**C. Closed Session - Employee Evaluation**

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

**D. Closed Session - Conference with Legal Counsel**

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION. Paragraph (1) of subdivision (d) of Government Code section 54956.9. Name of case: Richard Luman v. County of Mono et al.

**E. Conference with Real Property Negotiators**

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property: Pumice Valley Landfill. Agency negotiators: Tony Dublino, Stacey Simon, and Jim Leddy. Negotiating parties: LADWP and Mono County. Under negotiation: price and terms of payment.

**F. Closed Session - Conference with Legal Counsel**

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION. Paragraph (1) of subdivision (d) of Government Code section 54956.9. Name of case: Ammirato v. Mono County et al.

**12. REGULAR AGENDA AFTERNOON- NONE**

**ADJOURN**



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE**     October 14, 2014

**Departments: CAO / County Counsel**

**TIME REQUIRED**

**SUBJECT**             Potential Lease of Communications  
Tower Site

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

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### AGENDA DESCRIPTION:

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

Request to lease Conway Summit cell tower site.

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### RECOMMENDED ACTION:

Direct staff to offer to the public the Lease of the Conway Summit cell tower site for no more than \$10,000 per month, for a duration not exceeding 10 years, for a purpose of maintaining a communications tower, or as determined by the Board. Authorize CAO to execute a lease of the property after achieving compliance with Mono County Code Section 3.05.030. Provide any additional desired direction to staff.

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### FISCAL IMPACT:

None at this time. A new lease may have a slight positive impact to County revenues.

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### CONTACT NAME:

**PHONE/EMAIL:** /

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SUBMIT THE ORIGINAL DOCUMENT WITH  
ATTACHMENTS TO THE OFFICE OF  
THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY**  
**32 DAYS PRECEDING THE BOARD MEETING**

### SEND COPIES TO:

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### MINUTE ORDER REQUESTED:

YES  NO

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### ATTACHMENTS:

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[Staff Report](#)

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History

<b>Time</b>	<b>Who</b>	<b>Approval</b>
10/9/2014 7:24 AM	County Administrative Office	Yes
10/8/2014 10:10 AM	County Counsel	Yes
10/8/2014 1:24 PM	Finance	Yes

**County Counsel**  
Marshall Rudolph

**Assistant County Counsel**  
Stacey Simon

**Deputy County Counsel**  
John-Carl Vallejo

**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

**Legal Assistant**  
Jennifer Senior

TO: Board of Supervisors  
FROM: John-Carl Vallejo  
DATE: 10/14/2014  
RE: Potential Lease of Conway Summit Cell Tower Site

**Recommendation:**

Direct staff to offer to the public the Lease of the Conway Summit cell tower site for no more than \$10,000 per month, for a duration not exceeding 10 years, for a purpose as determined by the Board. The recommended purpose is for a communications site tower. Authorize CAO to execute a lease of the property after achieving compliance with Mono County Code Section 3.05.030. Provide any additional desired direction to staff.

**Fiscal/Mandates Impact:**

None at this time. A lease may have a slight positive impact to County revenues.

**Discussion:**

As the Board may be aware, the County currently leases to AT&T (through its subsidiaries and agents) a portion of its real property interest located on the Conway Summit. That lease is about to expire and AT&T expressed interest in renewing the lease. However, the recommended action must occur before we are able to enter into a long-term lease with a private entity for use of that site.

If you have any questions regarding this item, please call me at 760.924.1712.





OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE**      October 14, 2014

**Departments: Board of Supervisors**

**TIME REQUIRED**

**SUBJECT**              Appointment of New Member to the  
Mono County Child Care Council

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

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### AGENDA DESCRIPTION:

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

The Mono County Child Care Planning Council (MCCCC) would like to appoint a new member to its Council. The new member will be Molly DesBaillets for a two year term. This item is being sponsored by Chairman Larry K. Johnston.

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### RECOMMENDED ACTION:

Appoint Molly DesBaillets to the Mono County Child Care Planning Council for a two year term beginning 11/1/2014 and expiring 10/31/2016.

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### FISCAL IMPACT:

None.

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**CONTACT NAME:** Shannon Kendall

**PHONE/EMAIL:** x5533 / skendall@mono.ca.gov

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SUBMIT THE ORIGINAL DOCUMENT WITH  
ATTACHMENTS TO THE OFFICE OF  
THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY**  
**32 DAYS PRECEDING THE BOARD MEETING**

### SEND COPIES TO:

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### MINUTE ORDER REQUESTED:

YES  NO

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### ATTACHMENTS:

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[MCCCC Staff](#)

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History

Time

Who

Approval

10/6/2014 11:36 AM	County Administrative Office	Yes
10/6/2014 3:49 PM	County Counsel	Yes
10/1/2014 5:48 PM	Finance	Yes

**Mono County Child Care Council**



**P. O. Box 8571  
Mammoth Lakes, CA 93546**

September 24, 2014

To: Mono County Board of Supervisors

From: Cindy Duriscoe, Local Child Care Council Coordinator

Re: Appointment of New Member to Mono County Child Care Council

Dear Board of Supervisors;

The Mono County Child Care Planning Council (MCCCC) is requesting appointment by the Board of Supervisors of Molly DesBaillets to serve as a member of the Child Care Council. The new appointment will be for a two year term beginning 11/1/14 and ending 10/31/16.

Thank you for considering this request.

Cindy Duriscoe, LPC Coordinator  
[cduriscoe@imaca.net](mailto:cduriscoe@imaca.net)  
760-934-3343



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE**      October 14, 2014

**Departments: County Administrator's Office/Human Resources**

**TIME REQUIRED**

**SUBJECT**              Employment Agreement of Bob Musil  
                                 as Mono County Clerk-Recorder

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

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### AGENDA DESCRIPTION:

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

Proposed resolution approving a contract with Bob Musil as Clerk Recorder and prescribing the compensation, appointment and conditions of said employment.

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### RECOMMENDED ACTION:

Approve Resolution #R14-\_\_\_\_\_, approving an employment agreement with Bob Musil and prescribing the compensation, appointment and conditions of said employment. Authorize the Board Chairman to execute said contract on behalf of the County.

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### FISCAL IMPACT:

FY 2014-2015 (8.39 months) - Total cost is 105,148.99 of which \$67,959.00 is salary; \$14,581.96 is PERS; and, \$22,608.03 is benefits. FY 2015-2016 (12 months) - Total is \$150,391.88 of which \$97,200 is salary; \$20,856.20 is PERS; and, \$32,335.68 is benefits.

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**CONTACT NAME:** Jim Leddy

**PHONE/EMAIL:** (760) 932-5414 / jleddy@mono.ca.gov

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THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY**  
**32 DAYS PRECEDING THE BOARD MEETING**

**SEND COPIES TO:**

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### MINUTE ORDER REQUESTED:

YES    NO

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### ATTACHMENTS:

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[Employment Agreement for Bob Musil as County Clerk-Recorder-Registrar of Voters](#)

[Musil resolution](#)

[Musil Contract](#)

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**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
10/9/2014 7:51 AM	County Administrative Office	Yes
10/9/2014 9:30 AM	County Counsel	Yes
10/9/2014 8:51 AM	Finance	Yes



***COUNTY OF MONO*** – *County Administrative Office*  
**P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517**  
**(760) 932-5412 ☐ FAX (760) 932-5411**

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Jim Leddy  
County Administrative Officer  
760.932.5414

To: Honorable Board of Supervisors  
From: Jim Leddy, County Administrator  
Date: October 8, 2014

Subject: Employment Agreement of Bob Musil as Mono County Clerk-Recorder

Recommendation: Approve the Employment Agreement of Bob Musil, in the position of Clerk-Recorder, at a salary of \$8,100 per month for a term of three years effective from October 15, 2014 to October 14, 2017.

Background: With the resignation of Lynda Roberts as Mono County Clerk-Recorder-Registrar of Voters on June 20<sup>th</sup>, 2014, a full external recruitment was launched. There were three applicants for the position who were interviewed by a technical panel consisting of the Town manager of Mammoth Lakes, the Clerk-Recorder of Inyo County, a representative of the County Administrator's Office and the County Clerk of Alpine County. On September 16<sup>th</sup>, 2014, the Board interviewed all three applicants. On September 16<sup>th</sup>, the Board of Supervisors announced the appointment of Bob Musil to the position.

Discussion: Bob Musil is currently holds the position of Mono County Assessor. Should this contract be adopted, his resignation from that position would be made effective upon contract execution. Mr. Musil would be sworn in as Clerk-Recorder and begin duties immediately.

Fiscal Impact: The cost of this position for the remainder of FY 2014-2015 (October 15, 2014 to June 30, 2015) is approximately \$105,148.99 of which is \$67,959.00 salary; \$14,581.96 is the employer portion of PERS, and \$22,608.03 is the cost of the benefits and is included in the approved FY 2014-2015 Budget.

Total cost for a full fiscal year (2014-2015) would be \$150,391.88 of which \$97,200.00 is annual salary; \$20,856.20 is the employer portion of PERS, and \$32,335.68 is the cost of the benefits.

This contract will create a savings in the department due to a lower salary for Mr. Musil as compared with Ms. Roberts last contracted amount. The savings expected is \$15,043.90 in salary savings for the remainder of FY 2014-2015. The Total cost of the contract for the entire three year term is \$451,175.64.

The total savings between Ms. Robert's former compensation package and Mr. Musil's is \$64,473.86.

For questions, please contact me at (760) 932-5414 or [jleddy@mono.ca.gov](mailto:jleddy@mono.ca.gov)



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**RESOLUTION NO. R14-**

**A RESOLUTION OF THE MONO COUNTY  
BOARD OF SUPERVISORS APPROVING AN  
EMPLOYMENT AGREEMENT WITH BOB MUSIL  
AND PRESCRIBING THE COMPENSATION, APPOINTMENT,  
AND CONDITIONS OF SAID EMPLOYMENT**

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

**NOW, THEREFORE, BE IT RESOLVED** by the Mono County Board of Supervisors, that the Agreement re Employment of Bob Musil, a copy of which is attached hereto as an exhibit and incorporated herein by this reference as though fully set forth, is hereby approved and the compensation, appointment, and other terms and conditions of employment set forth in that Agreement are hereby prescribed and shall govern the employment of Bob Musil. The Chairman of the Board of Supervisors shall execute said Agreement on behalf of the County.

PASSED AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2014, by the following vote:

AYES :  
NOES :  
ABSTAIN :  
ABSENT :

ATTEST: \_\_\_\_\_  
Clerk of the Board

\_\_\_\_\_  
Larry K. Johnston, Chairman  
Board of Supervisors

APPROVED AS TO FORM:

COUNTY COUNSEL

## **Agreement Re Employment Of Bob Musil**

This Agreement is entered into this 14th day of October, 2014, by and between Robert "Bob" Musil and the County of Mono.

### **I. RECITALS**

The County wishes to employ Bob Musil as County Clerk/Recorder/Registrar/Clerk of the Board on a full-time basis on the terms and conditions set forth in this Agreement. Mr. Musil wishes to accept employment with the County on said terms and conditions. Mr. Musil is currently the County's Assessor, and wishes to resign that office concurrently with entry into this Agreement.

### **II. AGREEMENT**

1. The term of this Agreement shall be October 15, 2014, until October 14, 2017, unless earlier terminated by either party in accordance with this Agreement. The County shall notify Mr. Musil in writing no later than April 14, 2017, whether it intends to negotiate a renewal of this Agreement. In the event the County fails to provide such notice, Mr. Musil shall notify the County in writing of its breach of this provision of the Agreement and County shall be allowed 30 days from the receipt of that notice to cure the breach. If County cures the breach and notifies Mr. Musil that it does not intend to negotiate a renewal of the Agreement, then this Agreement shall terminate six months after said notification and no additional compensation or damages shall be owing to Mr. Musil as a result of the cured breach. If County does not cure the breach, then the Agreement shall automatically renew for another three years on the same terms in effect at the time of renewal.
2. Commencing October 15, 2014, Mr. Musil shall resign his office as the Mono County Assessor and concurrently accept employment by Mono County, as the Clerk/Recorder/Registrar/Clerk in accordance with the terms and conditions of this Agreement. The County Administrative Officer shall be deemed the "appointing authority" for all purposes with respect to Mr. Musil's employment.
3. Effective October 15, 2014, Mr. Musil's salary shall be \$8,100.00 per month (prorated for the month of October 2014, based on the start date). Mr. Musil understands that he is responsible for paying the employee's share of any retirement contributions owed to the Public Employees Retirement System (PERS). The Board may unilaterally increase Mr. Musil's compensation in its discretion at any time while this Agreement is in effect. Should a wage increase be granted under the MOU with Local 39, applicable to Mono County Public



Employees (MCPE), it is agreed that this contract will be reopened for discussion and potential re-negotiation with respect Mr. Musil's salary. During such negotiations the County shall consider and discuss the issue of increased compensation with Mr. Musil in good faith, but the County's decision whether or not to grant such additional compensation shall be final and non-appealable. In addition, this Agreement will also be reopened within the first 30 days of the third year of the Agreement for discussion and possible renegotiation with respect to Mr. Musil's salary or any other provision of this Agreement that the parties may mutually wish to discuss. After considering and discussing such issues in good faith, the County's decision shall be final and non-appealable.

4. Mr. Musil shall earn and accrue vacation and sick leave in accordance with the County's Management Benefits Policy and in accordance with any applicable County Code provisions not in conflict with said Policy. Also pursuant to said Policy, in recognition of the fact that his employment will be exempt from the payment of overtime or compensatory time-off under the Fair Labor Standards Act, he shall be entitled to 80 hours of merit leave (aka administrative leave) during each year of service under this Agreement. Mr. Musil understands that said merit leave does not accrue from one calendar year to the next; rather, it must be used by December 31<sup>st</sup> of each calendar year in which it is provided or it is lost. (Due to Mr. Musil's start date of October 15, 2014, his merit leave shall be prorated to 15 hours for 2014.).
5. To the extent deemed appropriate by the County Administrative Officer, the County shall pay the professional dues, subscriptions, and other educational expenses necessary for Mr. Musil's full participation in applicable professional associations, or for his continued professional growth and for the good of the County.
6. To the extent not inconsistent with the foregoing or any other provision of this Agreement, Mr. Musil shall be entitled to the same general benefits provided by the County to other management-level employees, as described more fully in the County's Management Benefits Policy. Such benefits include but are not limited to CalPERS retirement benefits (currently 2.7% at 55, CalPERS medical insurance, County dental and vision coverage, and life insurance. Any and all references in this Agreement to the County's Management Benefits Policy shall mean the "Policy Regarding Benefits of Management-level Officers and Employees," adopted by Resolution R14-54 of the Mono County Board of Supervisors, as the same may be amended from time to time and unilaterally implemented by the County.
7. Mr. Musil understands and agrees that this receipt of compensation or benefits of any kind under this Agreement or under any applicable County Code provision or

policy – including but not limited to salary, insurance coverage, and paid holidays or leaves – is expressly contingent on his actual and regular rendering of personal services to the County or, in the event of any absence, upon his proper use of any accrued leave. Should Mr. Musil cease rendering such services during this Agreement and be absent from work without any accrued leave to cover said absence, then he shall cease earning or receiving any additional compensation or benefits until such time as he returns to work and resumes rendering personal services; provided, however, that the County shall provide any compensation or benefits mandated by state or federal law. Furthermore, should Mr. Musil's regular schedule ever be reduced to less than full-time employment, on a temporary or permanent basis, then all compensation and benefits provided by this Agreement or any applicable County policies shall be reduced on a pro-rata basis, except for those benefits that the County does not generally pro-rate for its other part-time employees (e.g., medical insurance).

8. Consistent with the "at will" nature of Mr. Musil's employment, the County Administrative Officer may terminate Mr. Musil's employment at any time during this agreement, without cause. In that event, this Agreement shall automatically terminate concurrently with the effective date of the termination. Mr. Musil understands and acknowledges that as an "at will" employee, he will not have permanent status nor will his employment be governed by the County Personnel System and/or Mono County Code Chapter 2.68 except to the extent that System and/or Code is ever modified to apply expressly to at-will employees. Among other things, he will have no property interest in his employment, no right to be terminated or disciplined only for just cause, and no right to appeal, challenge, or otherwise be heard regarding any such termination or other disciplinary action the County Administrative Officer may, in his discretion, take during Mr. Musil's employment.
9. In the event that such termination without cause occurs after October 15, 2015, Mr. Musil shall receive as severance pay a lump sum equal to six months' salary or, to the extent that fewer than six full calendar months remain (as of that effective date) before this Agreement would have expired, Mr. Musil shall instead receive a lesser amount equal to any remaining salary payments he would have received before expiration of the Agreement had he not been terminated. Notwithstanding the foregoing, Mr. Musil shall receive severance pay equal to six months' salary in the event that termination occurs after the County has notified Mr. Musil that it intends to negotiate a renewal of this Agreement but before this Agreement expires. In no event shall the parties' failure or inability to arrive at mutually acceptable terms of a renewed agreement trigger the payment of severance pay. Note: for purposes of severance pay, "salary" refers only to base compensation.

10. Notwithstanding the foregoing, Mr. Musil shall not be entitled to any severance pay in the event that the County Administrative Officer has grounds to discipline him on or about the time he gives his notice of termination. For purposes of this provision, grounds for discipline include but are not limited to those specified in Section 2.68.230 of the County Code or any successor Code provision, as the same may be amended from time to time. Mr. Musil shall also not be entitled to any severance pay in the event that he becomes unable to perform the essential functions of his position (with or without reasonable accommodations) and his employment is duly terminated for such non-disciplinary reasons.
11. Mr. Musil may resign his employment with the County at any time. His resignation shall be deemed effective when tendered, and this agreement shall automatically terminate on that same date, unless otherwise mutually agreed to in writing by the parties. Mr. Musil shall not be entitled to any severance pay or additional compensation of any kind after the effective date of such resignation.
12. This Agreement constitutes the entire agreement of the parties with respect to the employment of Mr. Musil.
13. The parties agree that the Board of Supervisors' approval of this Agreement on behalf of the County is a legislative act and that through this agreement, the Board of Supervisors is carrying out its responsibility and authority under Section 25300 of the Government Code to set the terms and conditions of County employment. It is not the parties' intent to alter in any way the fundamental statutory (non-contractual) nature of Mr. Musil's employment with the County nor to give rise to any future contractual remedies for breach of this Agreement or of an implied covenant of good faith and fair dealing. Rather, the parties intend that Mr. Musil's sole remedy in response to any failure by the County to comply with this Agreement shall be traditional mandamus.
14. Mr. Musil acknowledges that this Agreement is executed voluntarily by him, without duress or undue influence on the part or on behalf of the County. Mr. Musil further acknowledges that he has participated in the negotiation and preparation of this Agreement and has had the opportunity to be represented by counsel with respect to such negotiation and preparation or does hereby knowingly waive his right to do so, and that he is fully aware of the contents of this Agreement and of its legal effect. Thus, any ambiguities in this Agreement shall not be resolved in favor of or against either party.

///  
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///

**III. EXECUTION:**

This Agreement shall be deemed executed as of October 14, 2014.

**BOB MUSIL**

---

**THE COUNTY OF MONO**

---

By: Larry K. Johnston, Chairman  
Board of Supervisors

APPROVED AS TO FORM:

---

MARSHALL RUDOLPH  
County Counsel



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE**      October 14, 2014

**Departments:** County Administrator/Human Resources

**TIME REQUIRED**

**SUBJECT**              Employment Agreement of Shannon  
Kendall as Assistant Mono County  
Clerk-Recorder-Registrar of Voters

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

---

### AGENDA DESCRIPTION:

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

Proposed resolution approving a contract with Shannon Kendall as Assistant Clerk-Recorder-Registrar of Voters, and prescribing the compensation, appointment and conditions of said employment.

---

### RECOMMENDED ACTION:

Approve Resolution #R14-\_\_\_\_, approving an employment agreement with Shannon Kendall and prescribing the compensation, appointment and conditions of said employment. Authorize the Board Chair to execute said contract on behalf of the County.

---

### FISCAL IMPACT:

FY 2014-2015 (8.39 months) - Total of \$82,181.53 of which \$57,052.00 is salary; \$12,241.64 is PERS contribution by County and 12,887.88 in benefits. FY 2015-2016 (full year) - Total of \$117,542.11 of which \$81,600.00 is salary and \$17,508.91 is PERS contyrtibution and \$18,433.20 is benefits.

---

**CONTACT NAME:** Jim Leddy

**PHONE/EMAIL:** (760) 932-5414 / jleddy@mono.ca.gov

---

SUBMIT THE ORIGINAL DOCUMENT WITH  
ATTACHMENTS TO THE OFFICE OF  
THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY**  
**32 DAYS PRECEDING THE BOARD MEETING**

**SEND COPIES TO:**

---

### MINUTE ORDER REQUESTED:

YES    NO

---

### ATTACHMENTS:

Click to download

[Employment agreement with Shannon Kendall for Assistant Clerk-Recorder-Registrar of Voters](#)

[Kendall resolution](#)

[Kendall contract](#)

---

**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
10/9/2014 9:54 AM	County Administrative Office	Yes
10/9/2014 9:28 AM	County Counsel	Yes
10/9/2014 8:51 AM	Finance	Yes



***COUNTY OF MONO*** – *County Administrative Office*  
**P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517**  
**(760) 932-5412 ☐ FAX (760) 932-5411**

---

Jim Leddy  
County Administrative Officer  
760.932.5414

To: Honorable Board of Supervisors  
From: Jim Leddy, County Administrator  
Date: May 20, 2014

Subject: Employment Agreement for Shannon Kendall Assistant Mono County Assistant Clerk-Recorder-Registrar of Voters.

Recommendation: Approve the Employment Agreement of Shannon Kendall, in the position of Assistant Clerk-Recorder, at a salary of \$6,800 per month for a term of three years effective from October 15, 2014 to October 14, 2017.

Background: With the resignation of Linda Romero as Mono County Assistant Clerk-Recorder-Registrar of Voters on September 18<sup>th</sup>, 2014 as well as the appointment of Bob Musil as Clerk-Recorder-Registrar of Voters, staff reviewed options to ensure continuity of services as well as capture savings from a potential re-organization of the Clerk's Office.

Discussion: In reviewing staffing and budget needs, it is being proposed to promote Senior Deputy Clerk Shannon Kendall into the At-will position of Assistant Clerk-Recorder-Registrar of Voters. It is further being recommended that the position of Senior Deputy Clerk be held vacant until at least March 1<sup>st</sup>, 2015 at which time a review with the Clerk and Asst. Clerk will occur to discuss the need to potential refill or reclassify the Senior Clerk position as warranted by work load.

The proposed contract with Ms. Kendall coupled with the start of Mr. Musil as Clerk-Recorder-Registrar of Voters would staff the Clerk's office as well as provide savings.

Fiscal Impact: The cost of this position for the remainder of FY 2014-2015 (October 15, 2014 to June 30, 2015) is approximately \$82,181.53 of which \$57,052.00 is salary; \$12,241.65 is the employer portion of PERS, and \$12,887.88 is the cost of the benefits and is included in the approved FY 2014-2015 Budget. Total cost for a full fiscal year (2014-2015) would be \$117,542.11 of which \$81,600.00 is annual salary; \$17,508.91 is the employer portion of PERS, and \$18,433.20 is the cost of the benefits. The total cost of the contract over the entire three year term would be \$352,626.34.

This contract will create a savings in the department due to a lower salary for Ms. Kendall as compared with Ms. Romero last contracted amount. The savings for the remainder of FY 2014-2015 is \$13,643.02.

The total savings between Ms. Kendall and Ms. Romero's prior compensation package for a three year term would be a cost reduction of \$52,623.

For questions, please contact me at (760) 932-5414 or [jleddy@mono.ca.gov](mailto:jleddy@mono.ca.gov)



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**RESOLUTION NO. R14-**

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS APPROVING AN EMPLOYMENT AGREEMENT WITH SHANNON KENDALL AND PRESCRIBING THE COMPENSATION, APPOINTMENT, AND CONDITIONS OF SAID EMPLOYMENT**

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

**NOW, THEREFORE, BE IT RESOLVED** by the Mono County Board of Supervisors, that the Agreement re Employment of Shannon Kendall, a copy of which is attached hereto as an exhibit and incorporated herein by this reference as though fully set forth, is hereby approved and the compensation, appointment, and other terms and conditions of employment set forth in that Agreement are hereby prescribed and shall govern the employment of Shannon Kendall. The Chairman of the Board of Supervisors shall execute said Agreement on behalf of the County.

PASSED AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2014, by the following vote:

AYES :  
NOES :  
ABSTAIN :  
ABSENT :

ATTEST: \_\_\_\_\_  
Clerk of the Board

\_\_\_\_\_  
Larry K. Johnston, Chairman  
Board of Supervisors

APPROVED AS TO FORM:

COUNTY COUNSEL



## **AGREEMENT RE EMPLOYMENT OF SHANNON KENDALL**

This Agreement is entered into this 14th day of October, 2014, by and between Shannon Kendall and the County of Mono.

### **I. RECITALS**

The County currently employs Ms. Kendall as a Senior Deputy Clerk-Recorder. The County now wishes to employ Ms. Kendall as the Assistant Clerk/Recorder/Registrar/Clerk of the Board on a full-time basis on the terms and conditions set forth in this Agreement. Shannon Kendall wishes to accept employment with the County on said terms and conditions.

### **II. AGREEMENT**

1. The term of this Agreement shall be October 15, 2014, until October 14, 2017, unless earlier terminated by either party in accordance with this Agreement. The County shall notify Ms. Kendall in writing no later than April 14, 2017, whether it intends to negotiate a renewal of this Agreement. In the event the County fails to provide such notice, Ms. Kendall shall notify the County in writing of its breach of this provision of the Agreement and County shall be allowed 30 days from the receipt of that notice to cure the breach. If the County cures the breach and notifies Ms. Kendall that it does not intend to negotiate a renewal of the Agreement, then this Agreement shall terminate six months after said notification and no additional compensation or damages shall be owing to Ms. Kendall as a result of the cured breach. If County does not cure the breach, then the Agreement shall automatically renew for another two years on the same terms in effect at the time of renewal.
2. Commencing October 15, 2014, Ms. Kendall shall be employed by Mono County as Assistant Clerk/Recorder/Registrar/Clerk of the Board, serving at the will and pleasure of the County Clerk/Recorder/Registrar/Chief Board Clerk in accordance with the terms and conditions of this Agreement. Ms. Kendall accepts such employment. The County Clerk/Recorder/Registrar/Chief Board Clerk shall be deemed the "appointing authority" for all purposes with respect to Ms. Kendall's employment.
3. Effective October 15, 2014, Ms. Kendall's salary shall be \$6,800.00 per month (pro-rated for the month of October 2014 based on the effective date of the new position). Ms. Kendall understands that she is responsible for paying the employee's share of any retirement contributions owed to the Public Employees Retirement System (PERS) with respect to her employment for the County. The

Board may unilaterally increase Ms. Kendall's compensation in its discretion at any time while this Agreement is in effect. Should a wage increase be granted under the MOU with Local 39, applicable to Mono County Public Employees (MCPE), it is agreed that this contract will be reopened for discussion and potential re-negotiation with respect to Ms. Kendall's salary. During such negotiations the County shall consider and discuss the issue of increased compensation with Ms. Kendall in good faith, but the County's decision whether or not to grant such additional compensation shall be final and non-appealable.

4. Ms. Kendall shall earn and accrue vacation and sick leave in accordance with the County's Management Benefits Policy and in accordance with any applicable County Code provisions not in conflict with said Policy. Also pursuant to said Policy, in recognition of the fact that her employment will be exempt from the payment of overtime or compensatory time-off under the Fair Labor Standards Act, she shall be entitled to 80 hours of merit leave (aka administrative leave) during each year of service under this Agreement. Ms. Kendall understands that said merit leave does not accrue from one calendar year to the next; rather, it must be used by December 31<sup>st</sup> of each calendar year in which it is provided or it is lost. (Note: Due to the October 15<sup>th</sup> effective date of Ms. Kendall's position change, her merit leave shall be prorated to 15 hours for 2014.)
5. To the extent deemed appropriate by the County Clerk/Recorder/Registrar/Chief Board Clerk, the County shall pay the professional dues, subscriptions, and other educational expenses necessary for Ms. Kendall's full participation in applicable professional associations, or for her continued professional growth and for the good of the County.
6. To the extent not inconsistent with the foregoing or any other provision of this Agreement, Ms. Kendall shall be entitled to the same general benefits provided by the County to other management-level employees, as described more fully in the County's Management Benefits Policy. Such benefits include but are not limited to CalPERS retirement benefits (currently 2.7% at 55), CalPERS medical insurance, County dental and vision coverage, and life insurance. Any and all references in this Agreement to the County's Management Benefits Policy shall mean the "Policy Regarding Benefits of Management-level Officers and Employees," adopted by Resolution R14-54 of the Mono County Board of Supervisors, as the same may be amended from time to time and unilaterally implemented by the County.
7. Ms. Kendall understands and agrees that her receipt of compensation or benefits of any kind under this Agreement or under any applicable County Code provision or policy – including but not limited to salary, insurance coverage, and paid holidays or leaves – is expressly contingent on her actual and regular rendering

of personal services to the County or, in the event of any absence, upon her proper use of any accrued leave. Should Ms. Kendall cease rendering such services during this Agreement and be absent from work without any accrued leave to cover said absence, then she shall cease earning or receiving any additional compensation or benefits until such time as she returns to work and resumes rendering personal services; provided, however, that the County shall provide any compensation or benefits mandated by state or federal law. Furthermore, should Ms. Kendall's regular schedule ever be reduced to less than full-time employment, on a temporary or permanent basis, then all compensation and benefits provided by this Agreement or any applicable County policies shall be reduced on a pro-rata basis, except for those benefits that the County does not generally pro-rate for its other part-time employees (e.g., medical insurance).

8. Consistent with the "at will" nature of Ms. Kendall's employment, the County Clerk/Recorder/Registrar/Chief Board Clerk may terminate Shannon Kendall's employment at any time during this agreement, without cause. In that event, this Agreement shall automatically terminate concurrently with the effective date of the termination. Ms. Kendall understands and acknowledges that as an "at will" employee, she will not have permanent status nor will her employment be governed by the County Personnel System (Mono County Code Chapter 2.68) except to the extent that System is ever modified to apply expressly to at-will employees. Among other things, she will have no property interest in her employment, no right to be terminated or disciplined only for just cause, and no right to appeal, challenge, or otherwise be heard regarding any such termination or other disciplinary action the County Clerk/Recorder/Registrar/Chief Board Clerk may, in his discretion, take during Ms. Kendall's employment. As Ms. Kendall currently holds the position of Senior Deputy Clerk-Recorder in good standing, and has performed well in that role, in the event of termination of this contract without cause prior to October 15, 2015, Ms. Kendall shall be reappointed to her position as Senior Deputy Clerk-Recorder. In the event of any termination for cause prior to October 15, 2015, or any termination with or without cause after October 15, 2015, Ms. Kendall will not be entitled to resume her former County employment or be placed in any other County Employment.
9. In the event that such a termination without cause occurs after October 15, 2015, Ms. Kendall shall receive as severance pay a lump sum equal to six months' salary or, to the extent that fewer than six full calendar months remain (as of that effective date) before this Agreement would have expired, Ms. Kendall shall instead receive a lesser amount equal to any remaining salary payments she would have received before expiration of the Agreement had she not been terminated. Notwithstanding the foregoing, Ms. Kendall shall receive severance pay equal to six months' salary in the event that termination occurs after the

County has notified Ms. Kendall that it intends to negotiate a renewal of this Agreement but before this Agreement expires. In no event shall the parties' failure or inability to arrive at mutually acceptable terms of a renewed agreement trigger the payment of severance pay. Note: for purposes of severance pay, "salary" refers only to base compensation (i.e., it does not include any other compensation, including but not limited to any temporary performance or merit pay).

10. Notwithstanding the foregoing, Ms. Kendall shall not be entitled to any severance pay in the event that the County Clerk/Recorder/Registrar/Chief Board Clerk has grounds to discipline her on or about the time he gives her notice of termination. For purposes of this provision, grounds for discipline include but are not limited to those specified in Section 2.68.230 of the County Code or any successor Code provision, as the same may be amended from time to time. Ms. Kendall shall also not be entitled to any severance pay in the event that she becomes unable to perform the essential functions of her position (with or without reasonable accommodations) and her employment is duly terminated for such non-disciplinary reasons.
11. Ms. Kendall may resign her employment with the County at any time. Her resignation shall be deemed effective when tendered, and this agreement shall automatically terminate on that same date, unless otherwise mutually agreed to in writing by the parties. Ms. Kendall shall not be entitled to any severance pay or additional compensation of any kind after the effective date of such resignation.
12. This Agreement constitutes the entire agreement of the parties with respect to the employment of Shannon Kendall. Consistent with Ms. Kendall's uninterrupted employment status, this Agreement shall have no effect on any sick leave or vacation time that Ms. Kendall may have accrued as of the effective date of this Agreement nor on her original date of hire or total years of service as a County employee, to the extent the same may be relevant in determining such accruals or Ms. Kendall's date of eligibility for or vesting of any non-salary benefits or for any other purpose.
13. The parties agree that the Board of Supervisors' approval of this Agreement on behalf of the County is a legislative act and that through this agreement, the Board of Supervisors is carrying out its responsibility and authority under Section 25300 of the Government Code to set the terms and conditions of County employment. It is not the parties' intent to alter in any way the fundamental statutory (non-contractual) nature of Ms. Kendall's employment with the County nor to give rise to any future contractual remedies for breach of this Agreement or of an implied covenant of good faith and fair dealing. Rather, the parties

intend that Ms. Kendall's sole remedy in response to any failure by the County to comply with this Agreement shall be traditional mandamus.

14. Ms. Kendall acknowledges that this Agreement is executed voluntarily by her, without duress or undue influence on the part or on behalf of the County. Ms. Kendall further acknowledges that she has participated in the negotiation and preparation of this Agreement and has had the opportunity to be represented by counsel with respect to such negotiation and preparation or does hereby knowingly waive her right to do so, and that she is fully aware of the contents of this Agreement and of its legal effect. Thus, any ambiguities in this Agreement shall not be resolved in favor of or against either party.

**III. EXECUTION:**

This Agreement shall be deemed executed as of October 14, 2014.

SHANNON KENDALL

THE COUNTY OF MONO

\_\_\_\_\_

\_\_\_\_\_

By: Larry K. Johnston, Chairman  
Board of Supervisors

APPROVED AS TO FORM:

\_\_\_\_\_  
MARSHALL RUDOLPH



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

**REGULAR AGENDA REQUEST**

Print

**MEETING DATE**      October 14, 2014

**TIME REQUIRED**

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

**SUBJECT**              D&S Waste Removal, Inc.

**AGENDA DESCRIPTION:**

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

Correspondence dated September 24, 2014 from Darrol J. Brown, President of D&S Waste Removal, Inc. regarding a request to lower the Exported Waste Fee to offset what they pay Lockwood Regional Landfill.

\*\*\*\*\*

**RECOMMENDED ACTION:**

**FISCAL IMPACT:**

**CONTACT NAME:** Shannon Kendall

**PHONE/EMAIL:** x5533 / skendall@mono.ca.gov

SUBMIT THE ORIGINAL DOCUMENT WITH  
ATTACHMENTS TO THE OFFICE OF  
THE COUNTY ADMINISTRATOR  
***PRIOR TO 5:00 P.M. ON THE FRIDAY  
32 DAYS PRECEDING THE BOARD MEETING***

**SEND COPIES TO:**

**MINUTE ORDER REQUESTED:**

YES  NO

**ATTACHMENTS:**

Click to download

[D&S Waste Ltr](#)

**History**

Time	Who	Approval
9/30/2014 12:28 PM	Clerk of the Board	Yes

# D & S WASTE REMOVAL, INC.



P.O. Box 834  
Yerington, NV 89447  
775-463-3090



September 24, 2014

Mono County Board of Supervisors  
c/o Tony Dublino  
Solid Waste Superintendent  
P.O. Box 457  
Bridgeport, CA 93517

Dear Board of Supervisors,

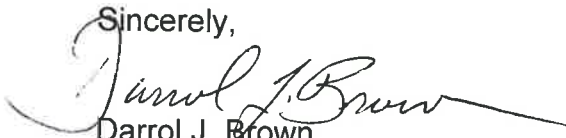
I am writing to request that you consider lowering the Exported Waste Fee to offset what D&S Waste Removal pays Lockwood Regional Landfill to bury the waste exported from Mono County. This adjustment would be commensurate with our Lockwood burial fee, which is currently \$12.10/ton and is adjusted for the CPI April 1<sup>st</sup> each year. We already provide weight tickets for all MSW exported from Mono County and would continue to do so in substantiation of the waste exported.

In my experience within the waste industry, I estimate that Mono County is very likely spending more than \$12.10/ton to bury the municipal solid waste at Benton Crossing Landfill. Therefore, Mono County is already seeing a savings for any waste we export that you do not have to touch. I'm sure Tony can provide you figures for what it costs you to bury a ton of MSW. If this figure is greater than \$12.10, you would continue to see a savings in burial costs even with a fee offset. Additionally, any waste exported is directly saving you burial space in your landfill.

In this proposed change, which would require an amendment to the Franchise, D&S Waste Removal would continue to pay Mono County the balance of the Exported Waste fee towards the solid waste program. Currently this would be \$61.90/ton. I believe this is a fair and reasonable request as Mono County benefits as much from our exporting of waste as we do, both in burial costs and landfill space.

Thank you for our consideration.

Sincerely,

  
Darrol J. Brown  
President



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE**      October 14, 2014

**Departments: Information Technology**

**TIME REQUIRED**      25 minutes (15 minute presentation;  
10 minute discussion)

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

Nate Greenberg

**SUBJECT**              Digital 395 Update & Recognition

---

### AGENDA DESCRIPTION:

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

1. Provide the Board with an update on the status of Digital 395.
2. Recognize and thank staff and members of the community who contributed to the success of Digital 395.

---

### RECOMMENDED ACTION:

Informational only.

---

### FISCAL IMPACT:

None.

---

**CONTACT NAME:** Nate Greenberg

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

---

SUBMIT THE ORIGINAL DOCUMENT WITH  
ATTACHMENTS TO THE OFFICE OF  
THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY**  
**32 DAYS PRECEDING THE BOARD MEETING**

### SEND COPIES TO:

---

### MINUTE ORDER REQUESTED:

YES  NO

---

### ATTACHMENTS:

Click to download

- [Staff Report](#)
  - [Power point](#)
  - [Resolutions to be Presented](#)
  - [2013 Online Presence Case Study](#)
-



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**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
10/6/2014 11:36 AM	County Administrative Office	Yes
10/6/2014 3:48 PM	County Counsel	Yes
9/29/2014 2:34 PM	Finance	Yes



**INFORMATION TECHNOLOGY  
COUNTY OF MONO**

PO Box 7657 | 437 OLD MAMMOTH ROAD, STE. 228 MAMMOTH LAKES, CA 93546  
(760) 924-1819 • FAX (760) 924-1697 • [ngreenberg@mono.ca.gov](mailto:ngreenberg@mono.ca.gov)

Nate Greenberg  
*Information Technology Director*

September 29, 2014

**To** Honorable Board of Supervisors  
**From** Nate Greenberg, Information Technology Director  
**Subject** **Digital 395 Update : Current status, future outlook and opportunities**

**Recommendation**

Informational item only.

**Discussion**

Digital 395 has been operating since December, 2013 and has been fully implemented into Mono County and Town of Mammoth Lakes operations since early this year.

This presentation is intended to provide the Board with an update on the current status of Digital 395. Included will be middle-mile and last-mile offerings and efforts underway, a 12 month outlook on providers and projects, and an overview of ways that we are starting to leverage Digital 395.

**Fiscal Impact**

None



# Current Status & Next Steps

## Mono County Supervisor Update

October 14, 2014



# THANK YOU!

## Public

- Ron Day
- Hap Hazard
- Stephen Kalish
- Danna Stroud

## Staff

- Brett McCurry
- Phil Touchstone
- Tony Dublino
- Jeff Walters
- Scott Burns
- Brent Calloway
- Tom Perry
- Jim Shoffner
- Marshall Rudolph
- John Vallejo

# DIGITAL 395 MIDDLE MILE STATUS

- **Construction complete**
  - As of March, 2014
- **Network online**
  - Delivering over 150gb
- **Service is reliable, fast**
  - Anchor turn-up is going well



## NETWORK CONNECTIVITY

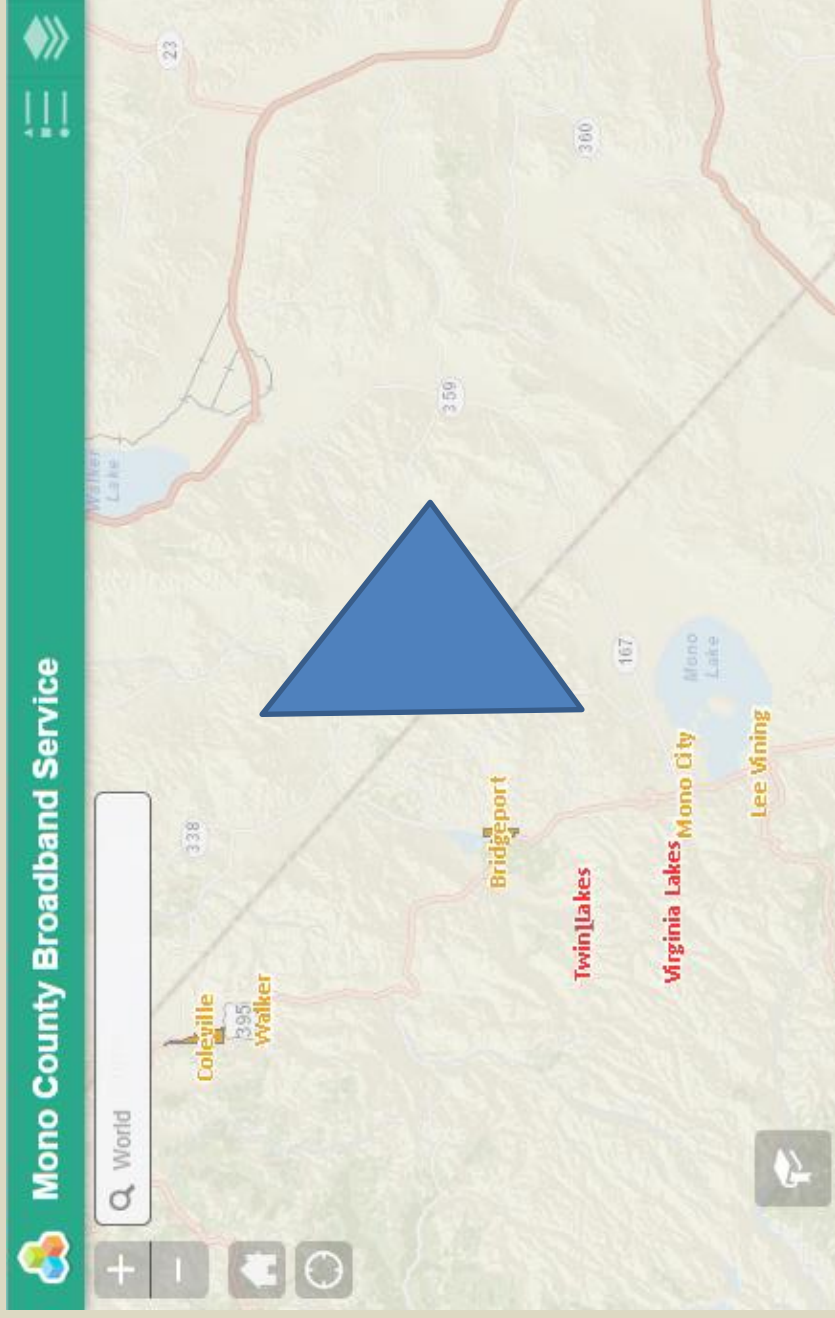
- **All planned County & Town sites online**
  - 100mbps into Mammoth & Bridgeport (each)
  - 10mbps to all remote sites
  - 10mbps to all community centers
- **Network expansion**
  - Mammoth Lakes Courthouse
  - Mammoth Hospital
  - Chalfant Community Center (wireless)
  - Whitmore Pool/Animal Shelter (wireless)
  - ESTA Transit Building (wireless)

# CALIFORNIA BROADBAND CO-OP BOARD UPDATE



# LAST MILE PROJECTS & SERVICE AVAILABILITY

- Current state of affairs
- 12mo. Outlook





## PROVIDER SUMMARY

- Schat.net
- Verizon
- Suddenlink
- Race Communications
- Frontier Communications
- Escape Broadband

## BROADBAND GOVERNANCE

- General Plan update effort is underway
- Policy language previously endorsed by the Board has been reworked into General Plan format
  - Included in Chapter 11 – Utilities and the Land Use Element
- Community Development will bring language forward during the next update cycle

# LEVERAGING EXAMPLE : COUNTY PHONE SYSTEM

- **Phase I**
  - Eliminate un-used existing Verizon lines
- **Phase II**
  - Replace existing PRI lines with Level 3 VoIP trunks
  - Consolidate lines and eliminate long distance
- **Looking at similar project for Town**
  - \$42k potential annual savings



**\$30k annually**



**\$30k annually**

# ECONOMIC DEVELOPMENT EFFORTS

- 2014 Online Presence mini-grant program
  - Committed \$6,500 to Mono and Inyo County businesses
    - Green Fox Events & Guest Services \$1,300 eCommerce
    - Clean Sweep Limited \$1,300 eCommerce

– 2013 Case Study is complete (and included)

- Metrics are astounding!

• Setting aside an additional \$30k for economic development efforts

- Social Media training
- Public WiFi Programs
- Regional study effort



## OTHER PROGRAMS AND PROJECTS

- **Broadband expansion efforts**
  - Convict Lake Resort
- **Free public WiFi**
  - County and Town public spaces now online
  - Exploring opportunity for free WiFi on Bridgeport Main Street corridor
- **Terrestrial & Cellular phone service projects**
  - Chalfant cell site project
  - Paradise Estates landline effort

# THANK YOU

## QUESTIONS?



## **A RESOLUTION OF APPRECIATION RECOGNIZING BRENT CALLOWAY FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

**WHEREAS**, Digital 395 is a \$110m project funded by the American Reinvestment and Recovery Act and California Advanced Services Fund to construct a 600 mile long fiber optic network between Barstow, California and Carson City, Nevada; and

**WHEREAS**, the Digital 395 project provides high capacity broadband and network service to over 250 government, education, medical facilities, and Internet Service Providers throughout the Eastern Sierra region which was previously starved for *Internet backhaul*; and

**WHEREAS**, Digital 395 has been constructed as a network which can accommodate the capacity and service needs of this region for the next 100 years and serves as catalyst for economic and social change in the Eastern Sierra; and

**WHEREAS**, approximately 150 miles of this project took place in Mono County, where a myriad of planning, environmental, permitting, and construction challenges presented themselves; and

**WHEREAS**, the success of this project was made possible through a team of County staff, elected officials, and members of the public; and

**WHEREAS**, this team provided a variety of services and expertise including legal counsel, planning services, construction inspection, policy development, and broadband evangelism; and

**WHEREAS**, the work done by these individuals has created beneficial opportunities for the residents, visitors, and businesses of this region which will be felt for decades to come.

**NOW, THEREFORE, BE IT RESOLVED** that the Mono County Board of Supervisors offers its deepest gratitude to John Vallejo for the service he provided and role he played in making Digital 395 a success.

**APPROVED AND ADOPTED** this 14<sup>th</sup> day of October, 2014, by the Board of Supervisors, County of Mono.

---

**Larry Johnston, Supervisor District #1**

---

**Fred Stump, Supervisor District #2**

---

**Tim Alpers, Supervisor District #3**

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**Timothy Fesko, Supervisor District #4**

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**Byng Hunt, Supervisor District #5**



## **A RESOLUTION OF APPRECIATION RECOGNIZING BRETT MCCURRY FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

**WHEREAS**, Digital 395 is a \$110m project funded by the American Reinvestment and Recovery Act and California Advanced Services Fund to construct a 600 mile long fiber optic network between Barstow, California and Carson City, Nevada; and

**WHEREAS**, the Digital 395 project provides high capacity broadband and network service to over 250 government, education, medical facilities, and Internet Service Providers throughout the Eastern Sierra region which was previously starved for *Internet backhaul*; and

**WHEREAS**, Digital 395 has been constructed as a network which can accommodate the capacity and service needs of this region for the next 100 years and serves as catalyst for economic and social change in the Eastern Sierra; and

**WHEREAS**, approximately 150 miles of this project took place in Mono County, where a myriad of planning, environmental, permitting, and construction challenges presented themselves; and

**WHEREAS**, the success of this project was made possible through a team of County staff, elected officials, and members of the public; and

**WHEREAS**, this team provided a variety of services and expertise including legal counsel, planning services, construction inspection, policy development, and broadband evangelism; and

**WHEREAS**, the work done by these individuals has created beneficial opportunities for the residents, visitors, and businesses of this region which will be felt for decades to come.

**NOW, THEREFORE, BE IT RESOLVED** that the Mono County Board of Supervisors offers its deepest gratitude to John Vallejo for the service he provided and role he played in making Digital 395 a success.

**APPROVED AND ADOPTED** this 14<sup>th</sup> day of October, 2014, by the Board of Supervisors, County of Mono.

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Fred Stump, Supervisor District #2

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Timothy Fesko, Supervisor District #4

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Byng Hunt, Supervisor District #5





## **A RESOLUTION OF APPRECIATION RECOGNIZING DANNA STROUD FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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**Byng Hunt, Supervisor District #5**



## **A RESOLUTION OF APPRECIATION RECOGNIZING GREG NEWBRY FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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**Byng Hunt, Supervisor District #5**



**A RESOLUTION OF APPRECIATION RECOGNIZING HAP HAZARD  
FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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**A RESOLUTION OF APPRECIATION RECOGNIZING JEFF WALTERS  
FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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**A RESOLUTION OF APPRECIATION RECOGNIZING JIM SHOFFNER  
FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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## **A RESOLUTION OF APPRECIATION RECOGNIZING JOHN VALLEJO FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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Byng Hunt, Supervisor District #5



**A RESOLUTION OF APPRECIATION RECOGNIZING KIRK HARTSTROM  
FOR HIS SUPPORT AND ASSISTANCE  
WITH THE DIGITAL 395 PROJECT**

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## **A RESOLUTION OF APPRECIATION RECOGNIZING MARSHALL RUDOLPH FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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## **A RESOLUTION OF APPRECIATION RECOGNIZING PHIL TOUCHSTONE FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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**Timothy Fesko, Supervisor District #4**

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**Byng Hunt, Supervisor District #5**



**A RESOLUTION OF APPRECIATION RECOGNIZING RON DAY  
FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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**A RESOLUTION OF APPRECIATION RECOGNIZING SCOTT BURNS  
FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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## **A RESOLUTION OF APPRECIATION RECOGNIZING STEPHEN KALISH FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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**A RESOLUTION OF APPRECIATION RECOGNIZING TOM PERRY  
FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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**A RESOLUTION OF APPRECIATION RECOGNIZING TONY DUBLINO  
FOR HIS SUPPORT AND ASSISTANCE WITH THE DIGITAL 395 PROJECT**

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# Online Presence Case Studies

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***Julie Langou and Navjot Singh,***  
*Eastern Sierra Consulting Inc. for ESCRBC.*  
*Published August 2014*

Case study available online at [escrbconsortium.org/online-presence-case-studies/](http://escrbconsortium.org/online-presence-case-studies/)

# Executive Summary

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*This report provides detailed insights into the impact that establishing an online presence can have on small businesses. The report comes as the result of a small grant program that was developed and implemented by the Eastern Sierra Connect Regional Broadband Consortium in the spring of 2013. The intention of the program was to document the process and resulting outcome of developing and implementing basic “brochure style” websites along with other basic online marketing strategies and tools for six businesses in eastern Kern, Inyo, and Mono counties.*

## Background

In short – this effort was an experiment to see what impact a small amount of effort and investment in technology could have on local businesses. All of the businesses that were selected as recipients for the grant lacked an online presence and relied instead on word of mouth or chance encounters as a means of reaching their customers, which is an unfortunate reality that plagues most of the businesses in the Eastern Sierra. As consumers become savvier shoppers, more reliant on technology, and more easily able to procure goods and services from outside the area, the local economy will continue to be adversely impacted if local businesses cannot adapt to the technological changes going on in the world.

The results of the effort were strikingly noticeable almost immediately. After only two months of being online, each and every business had an increase in sales and revenue due to their new online presence. For example, within the first month of having an active website, Linda’s Cakes ‘n Things (a Cottage Food business based in Tehachapi, CA) had 30% of its new customers making initial contact through Google search and had an overall revenue increase of 15%. Todd Lembke, the owner of New-Cali Landscapes (a high-end landscaping business based in Bishop, CA), who previously relied solely on word-of-mouth, earned two new clients in one day from his website contact form, an unprecedented feat for him.

## What it means to be online

To be truly effective, an online presence has to be linked to an online strategy. Realizing this, Julie Langou and Navjot Singh from Eastern Sierra Consulting held individual meetings with the business owners to discuss their goals and objectives. From these meetings, an online strategy, including the use of an online marketing plan and various tailored online tools, was devised and implemented to make each business’ online presence as efficient and effective as possible.





What this study also revealed is the importance of taking three steps in order to avoid implementation pitfalls and to make the online transition effort successful. At the most basic level, we found (and strongly recommend) that small business owners interested in developing an online presence:

- **Don't implement a "one size fits all approach"** – Each small business needs at least a basic marketing plan and an online strategy that has been tailored to its unique needs so that it may cater to the unique needs of its customers. A retail store cannot use the same tools as an accountant. Small businesses should check if they could get support from their local Small Business Development Centers in developing this strategy.
- **Develop a high level of commitment**– Throughout the developmental process, we constantly stayed in contact with the owners, motivating them and making sure they stayed committed to the program. In certain cases, we believe the owner would have given up, either because they were so busy with day-to-day business or because they were frustrated by their lack of technological knowledge, had we not kept in contact.
- **Learn or delegate the online tools** – Each business must consider their online presence as an important pillar to the success of their business. Managing the web presence for one's business should be viewed no differently than managing the accounting for one's business. As such, the use of various online management tools, such as Wordpress, just as the use of accounting tools, such as Quickbooks, should either be adopted or delegated to a knowledgeable party. In our case, most of our small business owners decided to delegate their ongoing web presence to web professionals.

## Building future success stories

To ensure online deployment success and commitment from additional business owners in the future, we would suggest integrating some classes, in the form of workshops and webinars, into each business' online strategic plan. The main topics to be covered are:

- **Marketing:** Establish an understanding of what business they are in, who their customers are, and how they can reach them online
- **Strategic plan:** Develop an understanding of desired short-term and long-term results, effort and resources needed to succeed, and how the use of online resources can help to achieve these goals
- **Interpreting Metrics:** Explain hits, search engine ranking, ad words, Google Analytics, etc.
- **Social Media for businesses:** Explain tools such as hootsuite and how to provide great content to their customers, personalize their shopping experience, etc. through the use of these tools.
- **Introduction to CMS:** Develop the basic use of content management Systems with Wordpress, Moodle, etc.
- **Email Marketing:** Explain how to use email marketing tools such as Mail Chimp or Constant Contact to generate meaningful content, the 10 rules for great email blasts, etc.

This case study was published only a couple months after the business went online. As a result, our access to metrics is limited, and not very indicative of the long-term outcome of the program. We will continue to track the businesses experiences and metrics, and publish additional results over the course of the next year, providing a more complete understanding of how these small business owners are embracing the Internet.

In conclusion, these case studies demonstrate that investing a basic amount of effort into online presence is essential for the growth of every small business. Aside from gaining new clients and increasing revenue, each small business also reinforced the loyalty of previous customers, added a sort of “branding” element to their respective company, and increased public awareness of their products and services.

# About the ESCRBC Online Presence Campaign

This Case Study is the result of the Online Presence Campaign program launched in February 2013 by The Eastern Sierra Connect Regional Broadband Consortium (ESCRBC). The objective of the campaign was to demonstrate to businesses in the Eastern Sierra the economic value of being online by providing six local businesses \$1,000 for the development of a basic online presence and publishing the results in Case Studies.

## The Process:

The ESCRBC published a Request For Proposals (RFP) for small businesses in the Eastern Sierra and a Request For Qualifications (RFQ) for local web design professionals.

### The local businesses were selected upon the following criteria:

- **Lack of Online Presence** (40%)
- **Potential Impact of Getting an Online Presence** (30%)
- **Metrics Presented** (15%)
- **Availability and Responsiveness** (15%)

### The web design professionals were selected upon the following criteria:

- **Demonstrated ability to create an online presence** (40%)
- **Project schedule/implementation** (40%)
- **Philosophy and Roadmap** (15%)
- **Cost** (5%)

Each web design professional selected was assigned to work with one or more of the selected small business(es). From there, they tailored their services to each small business for the design, development, and launch of a new (or upgrade to an existing) website. These were intended to be basic “brochure-style” sites that consisted of, but not limited to, the following:

- A simple website, cleanly designed, with basic information about the business
- Addition of the business to popular mapping systems (Google Maps, Bing Maps, MapQuest, Apple Maps, and the Sierra Nevada Geotourism Map) for location discovery purposes
- Basic Search Engine Optimization through keywords, tags, and strategic linking
- A social media presence that was integrated into the website
- A presence on review websites such as yelp.com, tripadvisor.com, etc.

Further discussions with the businesses about the next steps for expansion on their new online foundation were also encouraged.

## Selected business

**Astorga’s Mexican Restaurant** (Bishop, CA)

**Allen Outdoor** (Bishop, CA)

**Bishop Tax** (Bishop, CA)

**Linda’s Cakes and Things** (Tehachapi, CA)

**New Cali Landscapes** (Bishop, CA)

**The Dressing Room** (Tehachapi, CA)

## Selected web designers

**Mountain Studio** (Bishop, CA)

**Nils Design** (Bishop, CA)

**Troy Creative** (Bishop, CA)

**SlickFish Marketing** (Tehachapi, CA)

**PupFish Design** (Bishop, CA)

**SlickFish Marketing** (Tehachapi, CA)

# Case Study #1: New-Cali Landscapes



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Business	<b>New-Cali Landscapes</b>	<b>Pupfish Design</b>
Industry	<b>Landscaping</b>	<b>Web Design</b>
Owner	<b>Todd Lembke</b>	<b>Billy Gogesch</b>
Founded	<b>2006</b>	<b>2002</b>
Employees	<b>2 to 5</b>	<b>1</b>
Customers	<b>Business</b> <b>Government</b> <b>High-end Estates</b>	<b>Eastern Sierra Transit</b> <b>Vern Clevenger Photography</b> <b>The Venerable Bead</b>
Area	<b>Lone Pine to Mammoth</b>	<b>Lone Pine to June Lake</b>
Website	<b><a href="http://newcalilandscapes.com">newcalilandscapes.com</a></b>	<b><a href="http://pupfishdesign.com">pupfishdesign.com</a></b>

Case study available online at [escrbconsortium.org/online-presence-case-studies/](http://escrbconsortium.org/online-presence-case-studies/)

“Who knew the Internet would work so well!” -Todd Lembke, owner

## BACKGROUND

### About the Business

New-Cali Landscapes is a landscaping business founded in Bishop, CA in 2006 by Todd Lembke. It offers services such as landscape design, irrigation, and maintenance in Mammoth Lakes, Bishop, Independence, and Lone Pine. The majority of customers are local businesses and high-end estates. New-Cali Landscapes is always seeking to meet the highest business standards, and does not stop until the job is done right.

### Consumer Base and the Ideal Customer

New-Cali Landscapes has a wide consumer base with two distinct channels of revenue. The first channel is customers who are long established local businesses that come back periodically for maintenance or additional services. The second channel consists of customers who are residents of the Eastern Sierra that seek the high-end services of New-Cali Landscapes to either boost the value of their home or simply “keep up with the Joneses”. Their ideal customers are not financially sensitive, understand the value of landscaping, and are fun to work with.

### Picture of the Market

The landscaping market in the Eastern Sierra is relatively easy to enter, but competition is fairly intensive. However, high-end, avant-garde landscaping is definitely a niche market in the region. It requires some very specific knowledge that is best acquired through certifications. Todd is the most highly certified landscaper in the area, and is one of very few that can craft stunning and easy to maintain landscaping.

New-Cali differentiates itself from its competitors by using efficient and earth friendly techniques, integrating the latest ‘smart technology’, and having superior customer service. New-Cali does not have any direct competitors, and in fact is selective in the landscaping jobs that it accepts in order to focus on its niche market.

## ONLINE STRATEGY

### Initial Goal From the Small Business Owner

*An online presence will give both out-of-area and in-area customers a chance to find our very reputable and cost effective landscaping service. New-Cali Landscapes has strived to build strong relationships within our current customer base, and developing an online presence would only add to that. Our current customer base is predominantly commercial landscape maintenance. There is some high-end residential maintenance and services for customers who have a second home here and require inconsistent maintenance such as irrigation start up and repairs. We feel there is great potential in that market which is not being served.”*

-Todd Lembke

## Turning Strengths Into Online Opportunities



New-Cali Landscapes has numerous strengths that can be built upon to forge a strong online presence. Although the owner, Todd, is already communicating with his clients through email, he previously only did so in the evening when he was done with his work, due to his reliance on his office computer. With an increased reliance on and upturn in email communication, Todd realized that he needed to be more proactive. Acquiring a smartphone enabled him to extend the same responsiveness he has with phone calls to his email communications. As well helping with initial contact, the smartphone allows Todd to constantly communicate in ways which were previously unavailable. Some of his clients live out of the area and would like to see their project in the development stages and give live feedback to Todd. The smartphone allows him to broadcast his activity progress and receive feedback instantaneously, making his clients feel more involved and informed, even when they are hundreds of miles away.

Todd is an active member in the Bishop Chamber of Commerce and stays in contact with many established businesses in the area. Although many businesses in Bishop have started getting online, Todd always felt that because landscaping was a service that one could not order online, there was not much value to be gained by a web presence. On the other hand, he recognized that many residents were unaware of the type of landscaping that New-Cali does. People had started calling him and asking him to mow their lawn or rake their leaves, which is not what the business specializes in. He eventually realized that having a website would raise awareness and allow people to understand the specific services provided by New-Cali Landscapes.

Todd holds many licenses and certifications, such as a Qualified Applicators License, a Pest Control Business License, and certification for Landscape Technician which all attest to his level of skill. He now needs to build this same reputation online and prove that he is on a higher level than the rest of the landscaping services in the Eastern Sierra. Todd also has many clients with high-end estates, some of whom have a lot of exposure love to be recognized - one of his clients actually won an award from the City of Bishop for the best looking yard.

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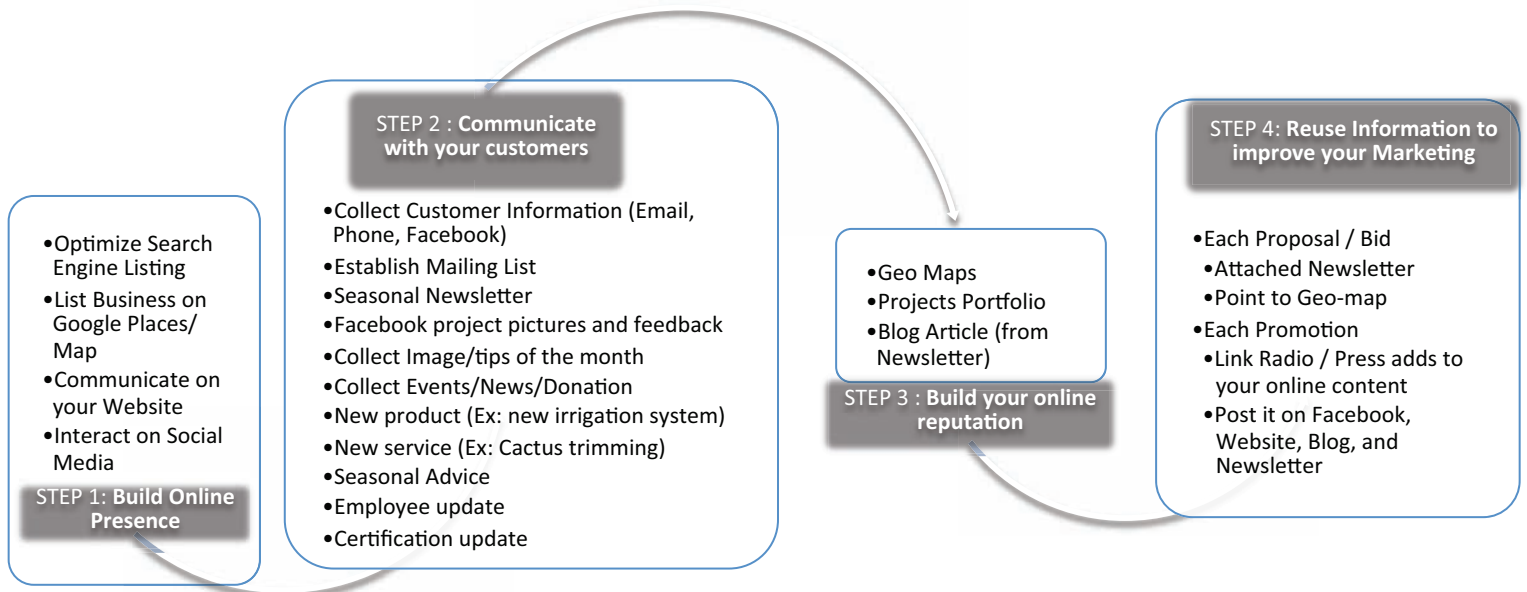
One of the best ways for New-Cali to capitalize on this success is by geo-mapping projects on Flickr. Geo-mapping will allow his projects to be visualized and located by potential customers who are not in the immediate area, and give them the opportunity to “visit” them online. Todd is also placing signs with the new business logo and website at his project sites, which he hopes will encourage potential customers to learn more about him and consider him for their own future projects. New-Cali Landscapes also does governmental jobs, and having an online portfolio (with previous projects geo-mapped) will provide meaningful content that will help support his bids on new projects.

Publishing a seasonal newsletter will allow New-Cali Landscapes to keep up to date with its clients. In these newsletters they will talk about the latest trends, offer the latest earth friendly options, show off any recent projects, etc. Showing the high quality of their landscaping designs in the newsletter and website will also help to create local word of mouth, generating free advertising through simple customer interface and email forwarding.

The high-end Landscaping business is booming in the Eastern Sierra, but Todd has intelligently decided to grow at a controlled pace in order to focus on his targeted niche market. In fact, New-Cali Landscapes has started referring potential customers that aren't the right fit for them to other landscapers in the Eastern Sierra that deal in other areas of the craft. They believe that being an expert in landscaping also means they should be able to refer customers that are not right for them to others in the area. By being the landscaping professional with the most online presence and the highest ranking in the search engine listings, Todd understands that he has become the first point of contact for anybody looking for any type of landscaping services in the Eastern Sierra.

From a community standpoint, many people do not realize the amazing projects New-Cali Landscapes has done. To raise awareness of his work for the community (Northern Inyo Hospital Auxiliary, City of Bishop Dog Park, etc.), Todd started to post articles about the work on his website on a regular basis. Along with this, Todd has started to post much of his work on Facebook, which has been a great way to expose it to the public eye. These pictures can also be “recycled and reused” on his Flickr, website, and blog.

# The Four Steps



- Optimize Search Engine Listing
- List Business on Google Places/ Map
- Communicate on your Website
- Interact on Social Media

**STEP 1: Build Online Presence**

- Collect Customer Information (Email, Phone, Facebook)
- Establish Mailing List
- Seasonal Newsletter
- Facebook project pictures and feedback
- Collect Image/tips of the month
- Collect Events/News/Donation
- New product (Ex: new irrigation system)
- New service (Ex: Cactus trimming)
- Seasonal Advice
- Employee update
- Certification update

**STEP 2: Communicate with your customers**

- Geo Maps
- Projects Portfolio
- Blog Article (from Newsletter)

**STEP 3: Build your online reputation**

**STEP 4: Reuse Information to improve your Marketing**

- Each Proposal / Bid
- Attached Newsletter
- Point to Geo-map
- Each Promotion
- Link Radio / Press adds to your online content
- Post it on Facebook, Website, Blog, and Newsletter

## Implementation

**New Logo**

**Chamber Listing**

**Google Map**

**Facebook Page**

**Google Search**

**Facebook Integration**

**Testimonials**

**Services and Clients**

**Pictures**

**Values**

**Direct Call**

**Call Me**

**Search Website**

**Latest News**

**Contact Form**

**Learn more**

**Home** **New Cal Blog** **contact** **About Us**

**New-Cali Landscapes, Bishop, California**  
**New-Cali, Your Trusted Landscaping Company.**  
 At New-Cali Landscapes we take pride in our work. In fact, we won't stop until the job is done... **right**. There just is no other way.  
 Don't take our word for it, read what our customers have to say.

**We Are Here For You**  
 Please use the contact form to send us a message. We will respond within 24 hours.  
 If you need to reach us urgently, please call **760-920-7239** or use the call button below.

**Call Me**  
 Get directions and more info on this business.

**What We Do**  
 Commercial Landscape Maintenance  
 High-end Estate Maintenance  
 Irrigation Service and Repair  
 Design Services

**Our Work Ethic**  
 Be Prompt  
 Meet Contractual Obligations  
 Work Tirelessly  
 Make Every Project Fun for Everyone!

**New-Cali Landscapes**  
 106 Lucas Rd.  
 Bishop, CA 93514  
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 newcallandscapes.com/

**New-Cali Landscapes**  
 106 Lucas Rd Bishop, CA 93514  
 Open today 8:00 am - 6:00 pm  
 (760) 920-7239

**New-Cali Landscapes**  
 106 Lucas Rd Bishop, CA 93514  
 Phone: (760) 920-7239  
 Hours: Thursday hours 8:00 am-6:00 pm - See all

**New-Cali Landscapes**  
 34 likes

Funding for this project has been provided in full or in part through a grant by the Rural and Urban Regional Broadband Consortia Grant Account of the California Advanced Services Fund, a program administered by the California Public Utilities Commission



## Early Results

Within just a few weeks of activating a web presence, Todd saw an increase in people contacting him for his landscaping services. He collected some of these contacts as new clients while redirecting others to competing companies. He was very surprised by the effectiveness of being online – just see his Facebook posts.



After less than a month of being online, Todd decided to use the service of Puffish design on a regular basis, and is planning to work with them on a seasonal newsletter starting this fall. To ease his online activity, he is also looking at acquiring a smart phone to more efficiently communicate with his online clients. Because landscaping is very visual, he also understands that having a digital camera accessible at any given moment during the day is very practical. Todd now considers online knowledge as an investment and understands that he has to create time to learn the online tools needed. He realizes that the more he knows, the easier it will be for him to attract new customers. He is confident about boosting his online strategy within the next two years.

## ONE YEAR LATER

“My mind has been opened to how important it is to be online”-Todd Lembke

### Impact

Perhaps *the* biggest asset for Todd has been his website. It has truly helped to launch him into the public eye. In the past year he had a Utah based company that owned property in Bishop, contact him through the website for a project. Although he turned this venture down, it nonetheless showed that an online presence helped New-Cali Landscapes break geographic boundaries. Todd also had a business that he had been trying to work with for two years finally contact him through the website for a project. He says that the information on the website and pictures on Facebook helped provide the evidence of quality work that influenced the business to sign up for his services. In fact, all of Todd’s new clients contacted him solely through his website. This new traffic has kept Todd very busy and resulted in his business recording its second highest year in revenue.

### Opportunities Created

Following the online strategy devised earlier in the year, Todd acquired a smart phone. This move has been advantageous in running his business more efficiently. While on the job, he is now able to respond to emails, read messages, and post pictures about the progress of his clients’ projects, tasks he could previously only do from his home early in the morning or late in the evening. Todd’s customers have also been very pleased with his upgrade in technology because it has increased responsiveness to emails, Facebook messages, etc.

### Motivation to Continue

This concrete evidence of the benefits of an online presence has given Todd the motivation to keep moving forward with his 4-step online strategic plan. He has made strong headway with building on the foundation that the first

step created for him, and is almost completely done with the second step in the plan. However, he is yet to complete the most laborious activity, a seasonal newsletter, due to lack of time and knowledge.

Undeniably, this is the segment of the plan with the steepest learning curve. To complete the steps from this point, Todd will have to restructure his schedule to include time to adequately learn and execute steps from the plan. However, learning the necessary “tech know-how” will help set Todd up to be successful when moving on to the third steps of the program that require this knowledge: geo-tagging, creating an online portfolio, and creating an online blog.

Todd is also now on the lookout for new innovative technologies in the landscaping world. He has started to read tech articles in his favorite landscaping journals to see if there are any new technological tools that he could adapt to his own small business.

After being dissatisfied with the effectiveness of traditional advertising and seeing the power of web-based marketing, Todd has pulled his advertisements from the local Yellow Pages and newspapers, and has decided to pursue more of a presence online. Although he has stayed in contact and maintained a relationship with his website designer, Billy Gogesch, due to both of their busy schedules they have had trouble finding the time to meet for this expansion. This is a problem that we have learned needs to be addressed for all businesses when pairing them with a website designer. An arrangement needs to be set in place so that the designer and the business owner can have regular meetings (quarterly, bi-annually, annually) to assess the progress made and to make any necessary changes.

### **View from the ESCRBC**

From the point of view of the ESCRBC, Todd represented the type of business owner that did not believe an online presence could be of any benefit to his particular industry or business. He felt that an online presence was only meant for a retail-type business. Luckily, he was forward-thinking and innovative enough to be willing to give it a chance. After being shown the versatility of the Internet through the ESCRBC and Puffish Designs, and having a strategy individually designed for his needs, he truly became a believer in the power of the online world.

### **View from the Business Owner**

One year later, New-Cali Landscapes is continuing to run strong. Todd says that his online presence has proved to be very helpful throughout the year. Both the Facebook page and the website have provided essential new channels for him to communicate with potential and existing customers. When asked about his experience in entering the online world through the ESCRBC online presence program, Todd responded, “I can’t say enough good things about you guys. You have really helped open the minds of people in the area to just how important it is to have their business online, myself included”.

## Case Study #2: Linda's Cakes N' Things



Business	<b>Linda's Cakes 'N Things</b>	<b>Slick Fish Marketing Co.</b>
Product:	<b>Gourmet Cakes and Desserts</b>	<b>Web Designing</b>
Owner:	<b>Linda Pettit</b>	<b>Donna Fischman</b>
Founded	<b>2006</b>	<b>2005</b>
Employees	<b>2-5</b>	<b>1</b>
Customers	<b>Wedding shoppers Caring parents Epicureans Businesses Wholesale</b>	<b>City of Tehachapi <i>The Loop</i> Newspaper Jake's Steakhouse Don Juan's Grill On the Blvd. Bistro</b>
Area	<b>Tehachapi, CA</b>	<b>Tehachapi, CA</b>
Website	<b>LindasCakesNThings.com</b>	<b>slickfishmarketing.com</b>

# “People thought I was dead” - Linda Pettitt, owner

## BACKGROUND

### About the Business

Linda's Cakes 'N Things is a cottage food business located in Tehachapi, CA that sells gourmet cakes, cupcakes, and desserts. Linda Pettitt, the business owner, provides custom made cakes and desserts for almost any sort of celebration. From weddings, to birthday parties, to graduations, Linda can bake a delicious and fun cake for the occasion. Through Linda's lifelong passion of baking, she is able to make anyone's gathering a celebration. With a cake from Linda, a perfect party can be in the making.

### Consumer Base and the Ideal Customer

The majority of Linda's customers come to her for a cake for a wedding or a child's birthday. She would like to start marketing her cakes to companies who regularly celebrate their employee's birthdays. Furthermore, Linda has started to penetrate the wholesale market in Tehachapi by wholesaling her many other baked goods to local bistros. These new channels will widen their customer base quite substantially.

The ideal customer would not be price sensitive (such as an epicurean who attends many parties), have an appreciation for baked goods, and use Linda for every family celebration. They would be fun to work with, but also provide Linda with a bit of a challenge. Ideally, the customer would be an active member of the Tehachapi community and would not hesitate to recommend Linda's wonderful baked good to all their friends and family.

### Picture of the Market

The baked goods market is fairly easy to enter, especially due to California's recently passed Cottage Food law. Linda relies on this very law to run Linda's Cakes 'N Things legally out of her home. However, although the business may be fairly easy to enter, thriving in it can be quite difficult. Linda is able to succeed in the custom cake industry because of her adaptability and aptitude to bake cakes and other desserts with exceptional quality and unique design. Though there are a few competitors in the Tehachapi area, Linda is clearly the most experienced. Her customer loyalty is very high, and when someone likes Linda's work or grew up with Linda's cakes at their birthday parties, they are likely to stick with her for all of their celebrations throughout life. Linda has also just recently started to wholesale to local bistros to expand her reach and exposure – an area in which there is little competition.

## ONLINE STRATEGY

### Initial Goal From the Small Business Owner

*I hear all the time from people when they see my cakes at a celebration or event "I didn't know you were still doing desserts!" and I know I'm missing out on sales because they don't know how to reach me, don't know what I'm currently offering and don't know where they can buy some of my delicious desserts in town. Most of all, I need an attractive on-line portfolio of all my cakes and some way for brides and other people to let me know what they are looking for and allow me to continue to bid on projects such as weddings and other celebrations. I also have an idea for a dessert of the month club and would love to promote that.*

-Linda Pettitt

### Turning Strengths Into Online Opportunities

STRENGTHS	OPPORTUNITIES
<i>Delicious Cakes</i>	<i>Search Engine listings (Google) to raise exposure</i>
<i>Unique and imaginative designs</i>	<i>Newsletter + timed and customized e-mails before upcoming celebration</i>
<i>High local exposure - "everybody knows Linda"</i>	<i>Website content that encourages buyers</i>
<i>Life Long customers with a wide diversity</i>	<i>Social Networking to encourage advocacy</i>
<i>20 year client database on file</i>	<i>Pinterest for creating a Portfolio</i>
<i>Currently writing a culinary column in local newspaper</i>	<i>Partnerships with local bakeries and companies</i>
<i>Anybody who tastes a cake is a potential new customer</i>	<i>Cross Referencing Online Reviews</i>

Linda Pettit has much to gain through building an online presence. It will provide her new business through online exposure that will attract all of the potential customers interested in her desserts. When Linda left the culinary studio in downtown Tehachapi, she suffered a huge blow to her exposure. In her own words: "People thought I was dead". However, through the use of her newly launched website, Facebook page, and other online marketing tools, Linda has will be able to show the entire Tehachapi community that she is alive and doing better than ever.

The great thing about Linda's customer base is that each type of client usually transforms into another type as he or she gets older. The couple to be wed that has Linda's cake at their wedding will also want to buy a cake from Linda for their children's' birthdays. Some of the customers will become managers of companies that Linda can sell birthday cakes to every month for employees' birthdays. Some of them may even become business owners that Linda can wholesale to. As they all get older, they will turn into epicureans who just want to have fun and celebrate often. By this time, their own children that they bought Linda's cakes for are getting married and looking for wedding cakes. Linda's Cakes N' Things is in a position where it can truly be a lifelong tradition for all of its clients.

As times change, it is important that Linda keeps pace and is able to keep in contact with her customers. Publishing a monthly online newsletter is one great way to keep customers engaged and remind them of her marvelous cakes. Linda currently contributes a bi-monthly culinary column for the local Tehachapi newspaper *The Loop*; and so has a lot of content that can simply be recycled.

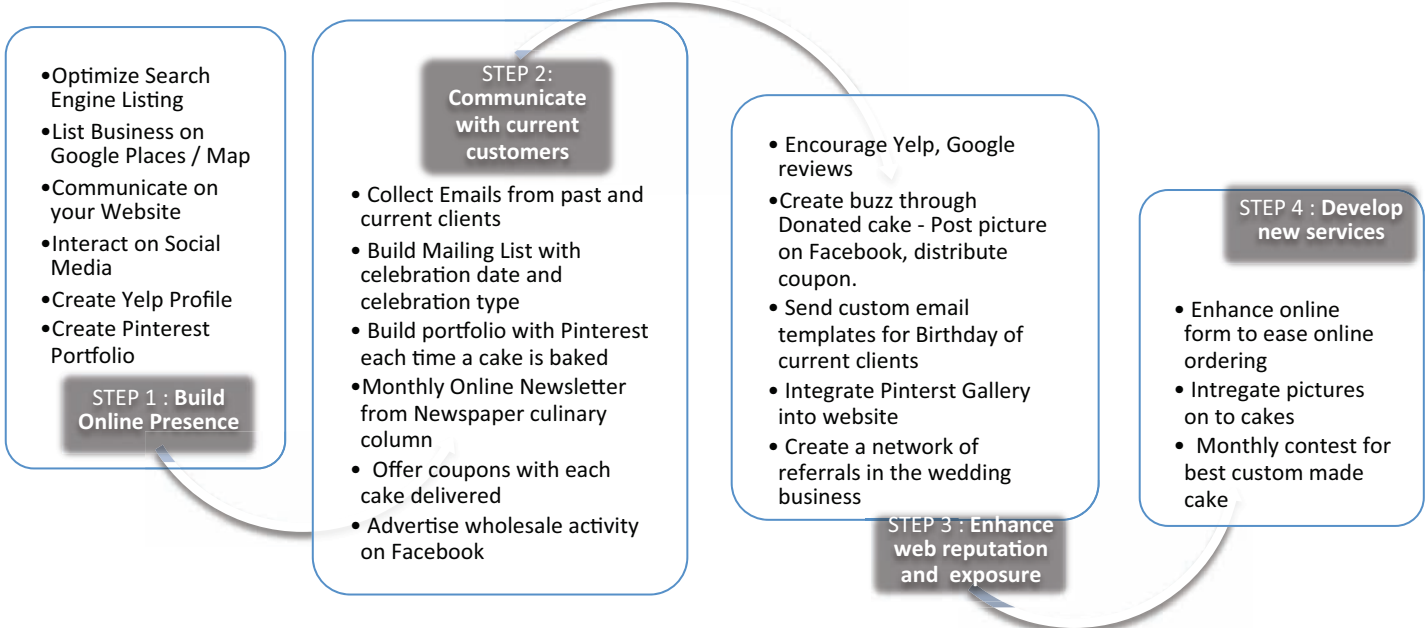
One of Linda's greatest assets is her clientele list, which has information about her previous customers, that she has spent the past 20 years growing. Simply adding an email section to her customer information form would be a great way of building an extensive email list that would be a tremendous competitive advantage. The goal will be to schedule customized emails through Adobe Catalyst to her clients two weeks before their birthdays' to remind them about Linda's quality personalized cakes and show that she is someone who cares about her customers.

By selling desserts to the local bistros (wholesale) and baking yearly birthday cakes for company employees, Linda will create a constant stream of revenue that will help her during the off season of her business cycle. This presence in the local bistros would also be great content for her newsletters, allowing her to do something as simple as a "specialty of the month" that she could advertise, letting her customers know that they don't need the excuse of a party in order to enjoy Linda's Cake's N' Things.

Additional external references would greatly help her business. Since her largest revenue source comes from baking cakes for weddings, extending her outreach to the "wedding network" will greatly improve her exposure. She has already given business cards to some businesses, but needs to take this a step further and establish a cross referencing system where local businesses have links to each other's websites and drive traffic to them. This would also improve her Google search rank and create more referrals.

What is great about Linda's cakes is that they sell themselves. After tasting one of her gourmet products at a friend's birthday party or wedding, people will likely want to buy a cake by Linda Pettit for their own celebration. Providing cards and coupons with her website, Facebook, and Pinterest page will encourage and facilitate that buying decision. Encouraging satisfied clients to leave reviews on her Yelp and Facebook page will also improve her online profile. With 90% of buying decisions being influenced by positive reviews, this external buzz will be the last pillar that shoots Linda's online presence from being good to being great.

## The Four Steps



## Implementation

**Facebook Integration**

Home Cakes Prices Flavors About Contact

Call us 661 972-4361

**Photo Gallery**

**Encourage Buying decision**

**Contact Form**

A Perfect Party can be in the making

View Our **CAKES** Pick Your **FLAVORS** Schedule **TASTINGS**

Discover Linda's **savoir-faire**

**Let's Make a Cake**

**Two Thumbs Up**

**About Linda**

**Special Delivery**

Sign Up For...

Enter Full Name

Enter Email Address

submit

**Reviews**

**Testimonials**

**Stay in Touch**

**Buzz & Rave Reviews**

*"I can always count on Linda to make me something special - something perfect for any occasion. Whether I need something for my motorcycle riding son or my gymnast daughter - Linda can make anything deliciously!"*

**Google Search**

custom cakes tehachapi, ca

Web Images Maps Shopping More Search tools

About 9,130 results (0.30 seconds)

**Reviews**

**Linda's Cakes 'n Things in Tehachapi | Linda's Cakes 'n Things (661 local.yahoo.com > Tehachapi > Food & Dining > Restaurants > Desserts**

Find Linda's Cakes 'n Things in Tehachapi with Address, Phone number from Yahoo! ... 208 S Mill St, Tehachapi, CA 93561 ... Debit Cards, Check; Products and Services: Custom cakes, cupcakes, Wedding Cakes, unique desserts and more!

**Facebook Page**

facebook

**Linda's Cakes 'N Things**

185 likes · 5 talking about this · 2 were here

Bakery · Cupcake Shop · Dessert Restaurant

22021 Mid Way, Tehachapi, California 93561

(661) 972-4361

About · Suggest an Edit

Photos Likes Map

185

Post Photo / Video

Write something...

Linda's Cakes 'N Things shared a link.

July 16 near Tehachapi, CA · 0

Planning a wedding or big celebration? Then schedule a tasting with me and let's have some fun!

Schedule a Tasting with Linda's Cakes 'n Things

www.lindascakesentings.com

Schedule a Tasting with Linda to pick the perfect cake for your Wedding or Special Occasion!

Recent Posts by Others on Linda's Cakes 'N Things

Kimberly Veazey

Kimberly posted a photo.

July 3 at 12:51pm

Kimberly Veazey

Kimberly posted a photo.

July 3 at 12:51pm

Kimberly Veazey

Linda made the most beautiful sunflower themed c...

July 3 at 12:14pm

The Loop newspaper

WHY DO WE LOVE CUPCAKES? For me, I love cupcak...

July 3 at 12:22pm

Kanana Thompson

Hi Nina, my friend April Judy-Ritt is getting married ...

April 22 at 10:53pm

## Early Results

Linda is very proactive and cares a lot about what her customers have to say, including what can be changed and improved. She knew something needed to be done to raise awareness for her business and many customers suggested she get a website. After being selected for the ESCRBC's online presence grant program, her journey into the "wild wild web" began.



Once the website was launched and the business had been listed on Google search, Linda's Cakes N' Things noticed an immediate increase in the amount of people contacting them. When asking each of their new customers from that point on how they had found Linda's Cakes N' Things, 30% responded by Google Search. On average, Linda went from 4-5 orders a week to 5-6 orders a week, with most orders concerning birthday cakes. This surge in new orders resulted in an increase of 15% in weekly revenue. Within two weeks of being online, four people signed up for the newsletter. They also now have gained 187 likes on Facebook. Linda is slowly embracing technology by taking classes and learning how to use her smartphone to post pictures on Facebook and conduct business.

Throughout her years in business, Linda Pettitt understood the value of working with a skilled marketing firm, but felt she could never overcome the challenges of understanding online interaction and social media. But as a result of the good work done by of Slick Fish Marketing and the promising early results, she has contracted with them to maintain and expand her online presence in the future. Linda is now fully committed to marketing Linda's Cakes N' through the web.

## ONE YEAR LATER

"I'm booked for the summer, thanks to the website!"-Linda Pettitt

### Impact

"I'm busier than I've ever been", "I constantly get complimented on my website", "I'm booked with weddings all summer", these are just a few of the responses when Linda was asked how Linda's Cake's N' Things had been doing in the past year. The combination of all of the different aspects of the online world, from newsletters to the website to Facebook, have helped Linda see a **50% increase** in orders for the business. Linda says she couldn't be any happier with the results of her online journey so far.

Linda saw the dramatic change that a website can bring to the visibility of a business firsthand when she started to have people from outside of Tehachapi start to contact her with orders over this past year. Her most memorable moment of this was when a U.S. soldier deployed to Afghanistan found her through the website and had her bake a birthday cake for his wife. Apart from becoming very visible to direct customers, she has also become visible to the cake industry as a whole, the wedding cake segment in particular. She was recently contacted to attend a bridal expo in the Antelope Valley where she was able to show off her great wedding cakes to many potential customers. Overall, her website is responsible for bringing in 25% of her new clientele, many of which have become repetitive customers.



One of Linda's favorite features of the website is the contact form. She constantly receives signups on her website that she can seamlessly transfer to her online Rolodex of contacts. Moreover, she has able to add these contacts to the newsletters that she has been writing.

## Opportunities Created

Linda continues to move forward with the 4-Step strategy. She has established a new cross-referencing partnership with Mill Street Kitchen, a local catering business that provides food and venues for birthdays, weddings, etc. Because the two businesses of catering and gourmet cakes are intertwined, this partnership is very effective. Many times when people are looking for catering for their party have are yet to purchase a cake and vice/versa, so advertising each other on their respective websites and Facebook pages was a great way to expand their market reach.



Being diligent with the email aspect of the online world, Linda recognizes that, along with the basic contact info, she also needs to keep a date of customer birthday, wedding, etc. This is so she can send a personalized automated email to the client next year, a couple weeks before the same event, in order to encourage/remind them of her services. Besides being very easy and affordable to implement, this type of email marketing will help Linda's Cakes N' Things build personal relationships with its clients.

In terms of Facebook presence, Linda has remained rather idle. She has kept her posting to a minimum, sharing only a handful of pictures throughout the past year. However, because of the high satisfaction rate with her customers, the Facebook page has continued to receive likes. It is now currently at 265 likes, up 78 likes from one year ago. Linda now needs to use those "likes" to her advantage, and start leveraging all of the features of Facebook. An easy way to start is by simply encouraging her customers to tag the Facebook page when posting pictures of their cakes. This will help solidify her credibility and show potential customers just how extensive her portfolio is. Unquestionably, the success of her past experimentations with Facebook points to this type of creative approach. During the holiday season of 2013, Linda posted videos to Facebook that advertised her services. These types of posts were met with many positive responses in the comments and one individual post even managed to collect 42 likes. Linda is motivated to recapture this experimental mindset and continue to find the ways in which she can most effectively use her Facebook page.

Just as well, Linda's next step will be to take this same approach and apply it to the other social media outlets available to her. Her Yelp page has remained completely static, gaining no reviews in the past year. Because Yelp is the third link listed in the Google search page for Linda's Cakes N' Things, it is going to be seen by the majority of her potential customers. Having the Yelp page filled with positive reviews will be paramount in driving new traffic to the business. However, this process should be relatively easy because the only thing Linda will have to do to accomplish

this goal is ask her existing customers to express their satisfactions on Yelp, although, a special discount through a Yelp review would undoubtedly also help in this marketing effort.

### **View from ESCRBC**

To the ESCRBC, Linda Pettit was the classic business owner who grew up in a different time, and did not trust technology. Going into the program, she had almost no previous knowledge of the online world and was scared to learn anything about it. However, she gained the courage to face this fear due to the helping hand of Donna Fischman, her marketing and web specialist.

### **View from the Business Owner**

Although Linda still admits that she is still “scared of the computer”, she has been facing this problem head on because she understands how vital a role an online presence can be to her business. She has totally embraced working with Donna Fischman on a regular basis, whose service that she sees as essential. In her own words “If it weren’t for the online marketing and web designing of Donna Fischman, there would be no Linda’s Cakes N’ Things! She frequently sits down with Donna Fischman to help her improve her tech skills; she actually just recently learned how to modify the pricing on her web page. Although Linda might have some self-doubt, the truth is that she has surpassed the average person in “tech know-how”. She continues to pioneer her own path in the online world and hopes to soon open an online order form on her website in which customer can design their own cakes.

# Case Study #3: Astorga's Mexican Restaurant



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Business	<b>Astorga's Mexican Restaurant</b>	<b>Mountain Studio</b>
Service	<b>Restaurant</b>	<b>Web Designing</b>
Owner	<b>Manuel Astorga</b>	<b>Julie Faber</b>
Founded	<b>1999</b>	<b>2005</b>
Employees	<b>6 to 10</b>	<b>1</b>
Customers	<b>Locals, Hispanic Community</b> <b>American and European tourists</b>	<b>The City of Bishop</b> <b>Inyo Council for the Arts</b>
Area	<b>Bishop, CA</b>	<b>Bishop</b> <b>Mammoth Lakes</b>
Website	<b>Astorgasmexicanrestaurant.com</b>	<b>mtnstudio.com</b>

Case study available online at [esrbconsortium.org/online-presence-case-studies/](http://esrbconsortium.org/online-presence-case-studies/)

“I want to grow” -Manuel Astorga, owner

## BACKGROUND

### About the Business

Astorga’s Mexican Restaurant is a family owned Mexican restaurant in Bishop, California that has served authentic Mexican cuisine for more than 14 years. Located on Highway 395 at the northern end of Bishop, they serve breakfast, lunch, and dinner in a family friendly environment. From locals to travelers, everyone is guaranteed to love their food.

### Consumer Base and the Ideal Customer

Astorga’s, similar to many of the businesses in the Eastern Sierra, has two main sources of revenue: locals and tourists. The locals provide a great consistent stream of business, partially great BECAUSE it is consistent. Meanwhile, the tourists provide surges of business in the winter and summer months.

The ideal customer would be a local resident who has a true appreciation of Mexican cuisine. This loyal customer would also love to bring his friends and relatives to experience their authentic Mexican cuisine and enjoy the friendly and relaxed atmosphere.

### Picture of the Market

Bishop’s economy is based on tourism, the restaurant industry is expectedly competitive. Astorga’s is one of 40 restaurants in Bishop, five of which serve Mexican cuisine. Despite the competition, Astorga’s has managed to stay open for more than 14 years.

To expand their indoor seating capacity they recently moved the restaurant to a new location at 2206 N Sierra Hwy, on the outskirts of Bishop, with plans to add outdoor seating next spring. Revenue is growing steadily and Astorga Mexican Restaurant is slowly becoming the most popular Mexican restaurant in Bishop.

## ONLINE STRATEGY

### Initial Goal From the Small Business Owner

*I feel that people are using the Internet more, now than ever, to plan for their next vacation, business trip, or to just find somewhere good to eat and I want my business to benefit from this. I think the website will not only increase my business, but change the perspective of how our customers view us as being just another local mom and pop business, to more of an upscale and professional business.*

-Manuel Astorga

## Turning Strengths Into Online Opportunities



Astorga’s Mexican Restaurant has been in Bishop for over 14 years. With the proactive management of Manuel Astorga, they have been able to move to a bigger location and are looking to further expand with outdoor patio seating. Manuel realized that after 14 years, they had hit a plateau in their business. There was only so much that they could do with a relatively small seating capacity and monthly newspaper advertisements. Gaining an online presence was the next step that was needed to climb beyond the plateau and vault the business to the next level.

There are 40 restaurants in Bishop, many of which already have a presence on Yelp, Astorga’s included. The logical next step was to create a website and get the restaurant on Google maps. By just doing these two simple tasks, Manuel put himself one step ahead of his competition. However, this was not enough.

Once the site was live, Manuel worked hard to put worthwhile content in it so that people would find value when visiting it. He posted an online menu that included all of the dishes that the restaurant offers, identifying the healthiest of the dishes, along with beverages and desserts. He also made sure to feature a page focused on the future patio expansion, and, of course, directions to the restaurant.

The second step for Manuel was to gain a strong presence on Yelp, an online review site that has become the point of reference for anybody purchasing a product or service. Many people now will not buy anything without first looking at reviews from Yelp. A majority of consumers (61%) consider ratings and reviews an important factor in selecting a product or service. If the reviews on Yelp are negative, they simply won’t buy from the business. This rings especially true for people who are looking to go out to a restaurant to have a good time. This is why Manuel, in order to gain more reviews, decided to offer a special deal to customers at the restaurant who “check in” on Yelp. Furthermore, it is important to take it an extra step and deal with any complaints. Manuel has been doing a great job at this, and has contacted everyone who has left a complaint and offered them a free meal so that they may come in again and get the service they deserve. This strategy will ensure that Astorga’s not only has the most

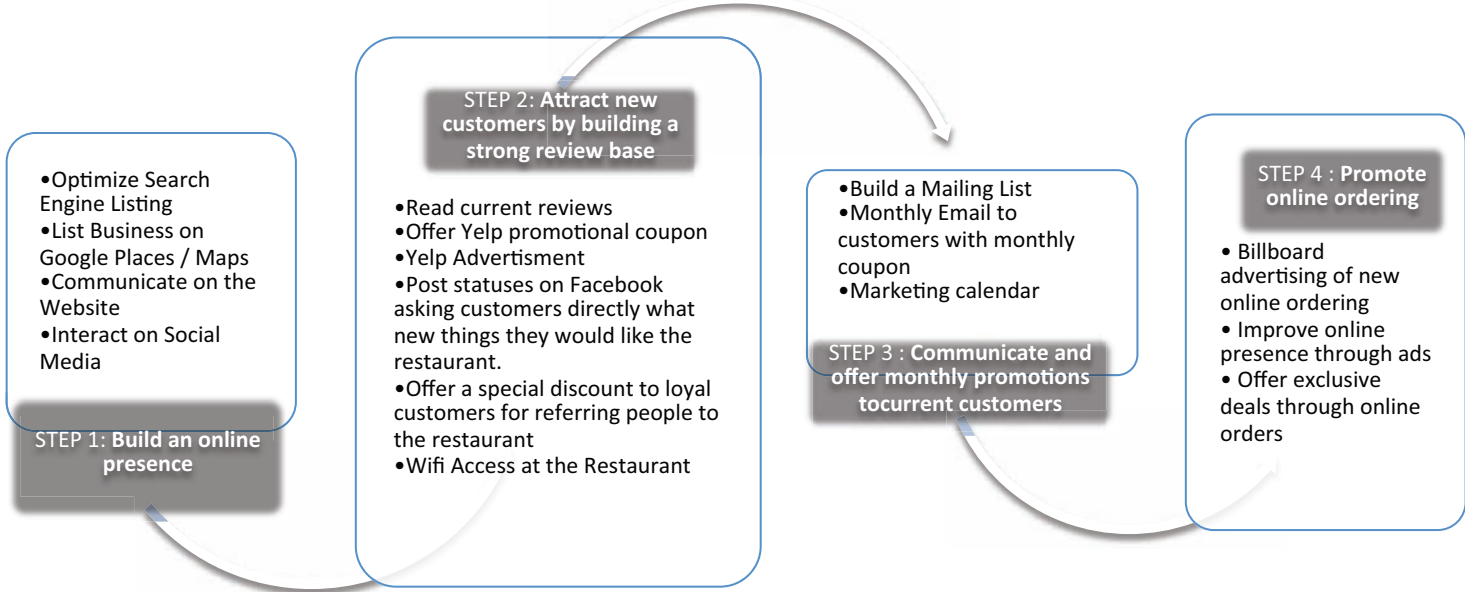
reviews, but also the highest rated reviews. The next step for this particular step will be to offer free Wi-Fi to all of the patrons with a splash page asking for a review on Yelp.

Next, Astorga's Mexican Restaurant needs to have a strong referral base that would constantly keep new customers coming in. For this, Manuel decided that he will hand out ten cards to his five most loyal customers – mainly the ones that had left reviews on Yelp. These customers will write their names on the cards and hand them out to their friends who have never eaten at Astorga's before. These new customers will come in with their referral cards and get a special discount. After a certain amount of new customers (5-8) have come in from one loyal customer, that loyal customer will receive a 50% discount on his or her next order. This simple system of referral will keep customers excited and happy, while also generating a larger customer base for Manuel. This effort, in parallel with encouraging Yelp reviews, will help strengthen Astorga's reputation, both online and offline.

Because people always want to try new restaurants, they tend to overlook the good ones they have already experienced, and so need to be reminded of them. This is why Manuel is going to create a monthly list of promotions to remind his customers about the great dishes that he offers. These monthly promotions, everything from \$1 drink month to kids in Halloween costumes eat free, provide incentives for customers to keep coming back to the restaurant. Furthermore, Manuel will create a monthly online newsletter with this special deal of the month as one of the key pieces of content. The newsletter, along with informing the customers on the deal of the month, will also give tips on preparing Mexican cuisine, insight on Mexican culture, re-emphasize testimonials, and ultimately help keep Astorga's Mexican Restaurant fresh in the customer's mind.

With the increased utilization of the Internet, and the expanded capacity coming to Bishop with Digital 395, Manuel felt it was important to show a commitment to being online. As such, he is planning on accepting food orders through his website in the near future. An online order form would be a nice feature for weary travelers who do not want to leave their hotel rooms and highway trekkers who are looking for a good meal on the go. Manuel has already deployed flyers advertising his online menu to the majority of the motels and hotels in Bishop. The goal now is to direct all potential customers to the website so that they can look at and choose items on the online menu before calling the restaurant. The next step will be to add an online ordering form, but successful implementation requires rethinking their carryout ordering process and possibly changing it to a delivery process. Manuel will have to think through many things such as who in the restaurant will check online carryout orders, does he need to add delivery services, etc. What is great about this crowd of customers is that they are very tech savvy. They know about online ordering systems and feel comfortable enough to do it themselves. With quality food from Astorga's and the convenience and ease of ordering food online, these customers are more than likely to get on their device and go to Yelp to leave a positive review.

# The Four Steps



# Implementation



## Early Results

Astorga’s revenue has grown significantly since the beginning of the year because of their new location with extra seating. While they are now at the point where the growth from the extra seating should have slowed down, they continue to do better than ever before. In July of 2013, only eight months after moving into their new location, Astorga’s showed a 17% increase in revenue from July of 2012. It is very reasonable to assume that at least a portion of this growth is due to their new online presence.

After focusing on gaining a strong presence on Yelp for four months, Astorga’s has had an increase of an average of one more Yelp review each month, accumulating 40 reviews at the moment with a average score of 4.5/5, making it the highest ranked Mexican restaurant in the Bishop area. Manuel has just started a promotional campaign on Yelp that displays his restaurant and its reviews on competitors Yelp pages. More and more of his customers are using the Yelp check-in discount, which is helping close the gap between him and many of his competitors who have almost 80 reviews Yelp.



In conclusion, Manuel fully understood the potential of bringing his restaurant marketing online and was very enthusiastic about doing so. In contrast to some other small businesses, Manuel has a very gung-ho strategy with his online presence and would like to do everything at once. At this point in time, Manuel needs to actually slow down on some of his efforts, and spend some time focusing on the quality of his content, rather than the quantity. For example, there was one day where Manuel posted on Facebook five times. Although these posts were good, they drowned each other out and would have been much more effective if posted a few days apart from each other. Establishing an online marketing plan that provides consistency is going to help Manuel shoot Astorga’s Mexican Restaurant to the top.

## ONE YEAR LATER

“Once people started catching on, it exploded!” -Manuel Astorga

### Impact

One year after gaining an online presence, Astorga’s Mexican Restaurant is doing better than ever. Manuel couldn’t be any happier with the growth of the business thus far. One year ago, he would have never expected his business to have the revenue it is currently taking in. The strong foundation of an online presence, along with the addition of a banquet room, has helped Astorga’s Mexican Restaurant earn a substantial increase in revenue. Some months have seen as much as a 50% increase in revenue when compared to last year’s monthly sales. Because of this increase in revenue, Manuel was able to finance the construction of a banquet room without a bank loan. This





banquet room has proven to be immensely popular with the local businesses that are looking for professional settings in which to hold meetings, (See picture below for the banquet room booking schedule)

The Yelp page, due to its strong review base, has become the first point of online contact for the majority of new customers. The page itself has grown steadily in reviews, amounting to 60 reviews by June 2014. Most of these reviews are in the range of 4 to 5 stars and have given Astorga's Mexican

Restaurant a solid overall rating of 4 out of 5 stars.

From the Yelp page, most customers venture onto the main website of the restaurant, which Manuel says gets complimented constantly, to view the online menu. This feature of the website has proven to be the most used. In fact, Manuel reports that they have almost completely stopped using their paper to-go menus because most customers now just view the online version.

Manuel has also greatly improved on his use of Facebook. He has decreased the quantity of posts to one or two per week, but has kept the quality consistent. Now, when one goes on Astorga's Mexican Restaurant's Facebook page they can see the latest meetings they have accommodated in their newly built banquet room, fundraisers they have hosted, updates on the construction of the patio, and, of course, any special sales that may be going on.

Manuel, taking the advice of Eastern Sierra Consulting Inc., has slowed down his pace in order to keep the growth of the restaurant manageable. He adopted an atomistic approach and started focusing on achieving goals individually, rather than holistically trying to grab for everything at once. At this stage, he has chosen to put his attention into the newly developing outdoor patio, due to be completed in by July of 2014, which will provide much needed outdoor seating and also possibly provide another opportunity for extra revenue through weekly outdoor entertainment.

## Opportunities Created

Following the 4-Step strategy, the next big milestone for Astorga's will be a fully functioning online ordering system that is scaled into the website. This arrangement, which no other Mexican restaurant in Bishop is utilizing, will be a huge differentiating factor for Astorga's. It will appeal to both the locals that want to stay home, and the tourists who in too much of a rush to stop at a restaurant, but are looking for a higher quality of dining experience than fast food can provide.

Manuel, understanding that his customers are tech-savvy, has taken many steps to improve the Wi-Fi system that is provided throughout the restaurant. He has increased the Wi-Fi bandwidth and also added a splash page (a special

page that everyone is redirected to when connecting to the Wi-Fi) that takes all users of the Wi-Fi to the Astorga's Facebook page, which encourages the patrons to give it a "like". This feature has helped the Facebook page accrue a total of 233 likes, the most of any Mexican restaurant in the Bishop area.

Furthermore, because Astorga's Mexican Restaurant is now leading in Facebook likes, they may want to try changing their splash page to redirect customers to their Yelp page. This change will encourage more patrons to leave online reviews about them, an area in which Astorga's is currently trailing behind one other restaurant.

This splash page can also be utilized to have patrons sign up for a monthly newsletter. For tourists, who are likely only passing through, a newsletter will be impractical. However, for locals, a newsletter that includes coupons is likely to encourage them to keep returning, which will help provide some consistency in revenue in an industry that is highly seasonal.

### **View from the ESCRBC**

To the ESCRBC, Manuel was a perfect candidate for the Online presence program because he possessed the two traits necessary for a successful deployment of an online presence: a desire for growth and an open mind as to how to achieve the growth. Manuel was seen as a sort of "young gun" who had all of the right ideas and wanted to accomplish everything at once. The business had a huge potential for growth, and with the willingness that Manuel had to try new things, it was very likely that it could grow substantially in a relatively short period of time. However, this also presented a risk. Growth, without a strategy to manage it, can prove to be very dangerous, particularly for small businesses. Because of this, the ESCRBC suggested to Manuel that he work with the Small Business Development Center of CSUB to create a strategy for a manageable growth

### **View from the Business Owner**

In many ways, Manuel's restaurant was one of the greatest candidates for an online presence program. Manuel went into the program understanding the impact that on online presence could have in terms of differentiation and possibilities for growth. More importantly, he had the willingness to put in the time needed to successfully execute and maintain the online presence. Moreover, Manuel was not solely relying on the online presence to grow his business. He had his own expansion plan, of which an online presence was only one pillar. He understood that substantial, sustainable, and consistent growth, could only come from expansion across all elements of his business.

# Case Study #4: The Dressing Room



Business	<b>The Dressing Room</b>	<b>Slick Fish Marketing Co.</b>
Service	<b>Women Clothing retail</b>	<b>Web Designing</b>
Owner	<b>Donna Wolfe</b>	<b>Donna Fischman</b>
Founded	<b>2008</b>	<b>2011</b>
Employees	<b>3-5</b>	<b>1</b>
Customers	<b>“Support local business” patrons</b> <b>Housewives</b> <b>Trendsetters</b>	<b>Boron Chamber of Commerce</b> <b>The Loop Newspaper</b> <b>Linda’s Cakes ‘n Things</b>
Area	<b>Tehachapi, CA</b>	<b>Tehachapi, CA</b>
Website	<b>dressingroomfashions.com</b>	<b>slickfishmarketing.com</b>

Case study available online at [esrbconsortium.org/online-presence-case-studies/](http://esrbconsortium.org/online-presence-case-studies/)

“I am scared to get a website” -Donna Wolfe, Owner

## BACKGROUND

### About the Business

Located in Old Town Tehachapi, The Dressing Room is one of the area largest and most complete women's clothing stores. With great seasonal fashions for young girls to mature women and sizes ranging from juniors to petites to plus size, anyone is likely to find the perfect clothes and accessories at the Dressing Room.

### Consumer Base and the Ideal Customer

Because The Dressing Room carries such a wide array of items, the customers as well have a wide array of backgrounds, styles, tastes, etc. We were able to narrow the customer demographics into three main categories: the “support local business” patron, the housewife from the nearby wealthy Stallion Springs and Bear Valley communities, and the trendsetter. The “support local business” patron is a resident of Tehachapi who love to give as much of her business to the local economy as possible. This patron buys local for the sake of buying local. The housewife is usually looking for the “it” piece of clothing with the uniqueness that only a boutique can provide. The trendsetter is of the younger population of Tehachapi and goes out of her way to find pieces of clothing that are not typically found in regular retail store settings.

The ideal customer is the housewife from Stallion Springs or Bear Valley. Although this elegant lady loves to go to local stores, she is also looking for quality items, and expects new inventory every time she stops by. Moreover, she is not monetarily sensitive, and so the only factor in her shopping decision is the fashionableness of what she is wearing. She usually comes into the shop during weekdays with a few of her friends and hangs out in the store for a quite awhile, enjoying the actual “experience” of shopping.

### Picture of the Market

The Dressing Room is a high-quality clothing boutique for women. It does not carry generic brands, only designer clothing. There are many other stores in Tehachapi that sell clothing for woman such as Wal-Mart, Kmart, Dahlia a boutique, and Get Dressed, but none of these stores deal in high-end, non-generic clothing. Donna is regularly attending Los Angeles fashion shows to create her unique inventory. She is handpicking each clothes and does not hesitate to switch suppliers if needed. This strategy enabled Donna to create a niche market in Tehachapi with the latest fashion clothes. The Dressing Room has now fulfilled her customer’s needs for over five years; making The Dressing Room a well-established business in the area.

## ONLINE STRATEGY

### Initial Goal From the Small Business Owner

*“An interactive online presence will attract prospective customers who are planning a visit to our area or are traveling through the area. The Internet encompasses a much larger area than the few miles local to our brick-and-mortar store. A Web presence would reach out to tourists and visitors to the area“*

-Donna Wolfe

## Turning Strengths Into Online Opportunities



Although The Dressing Room has been running very successfully, Donna has always known that she could do better. In the five years that the store has been open, she has noticed a considerable shift in the way that customers shop. Instead of coming with a few friends and making the decisions on the spot, customers have started to take pictures on their smartphones and send them to friends and family asking them what they think. This, along with the ever-growing online shopping market, convinced her that she needed to change with the times. This is why, after five years in business, she has decided to get an online presence and fully assess the needs of her customers.

The first step for Donna was to establish a website. Because it is just Donna at The Dressing Room, it is neither feasible nor practical for her to try to have pictures of her entire inventory on the website. However, because it is just Donna, she is able to personalize the website to fit the needs of the store. Instead of having pictures of all of her pieces, Donna shows a few of the key ones and talks in depth about the style and the designer behind the clothes. Her website also has directions to the store and holds all of her blog articles.

On her blog, Donna talks about all things fashion related (tips for the upcoming season, the newest trends, etc.), and also includes her newest inventory. This blog will not only help keep The Dressing Room fresh in people's minds, but it will also help establish Donna as *THE* local fashion expert of Tehachapi. After reading these online blogs, people will come to trust her as the one who knows about fashion. Coordinating her blog with a newsletter campaign would also help enhance her profile. Most of the time, the blogs will be only one part of the entire newsletter. The other parts of the newsletter would consist of her new inventory, some pictures from the Los Angeles Fashion shows, news about the local fashion shows she is organizing, and, of course, coupons.

Facebook is definitively the biggest online asset for The Dressing Room. While the website is informative and shows some of Donna's inventory, Facebook allows an experience that is key for staying up to date in an interactive way. Through Facebook, Donna will be able to do many different tasks such as upload pictures of her latest fashion shows, ask her customers what they would like her to buy on her next trip to LA, and even show off her customers wearing clothing from The Dressing Room. Facebook is going to be the key tool that allows Donna to market herself in an individual and interactive way. Even for attracting new customers, Facebook would work

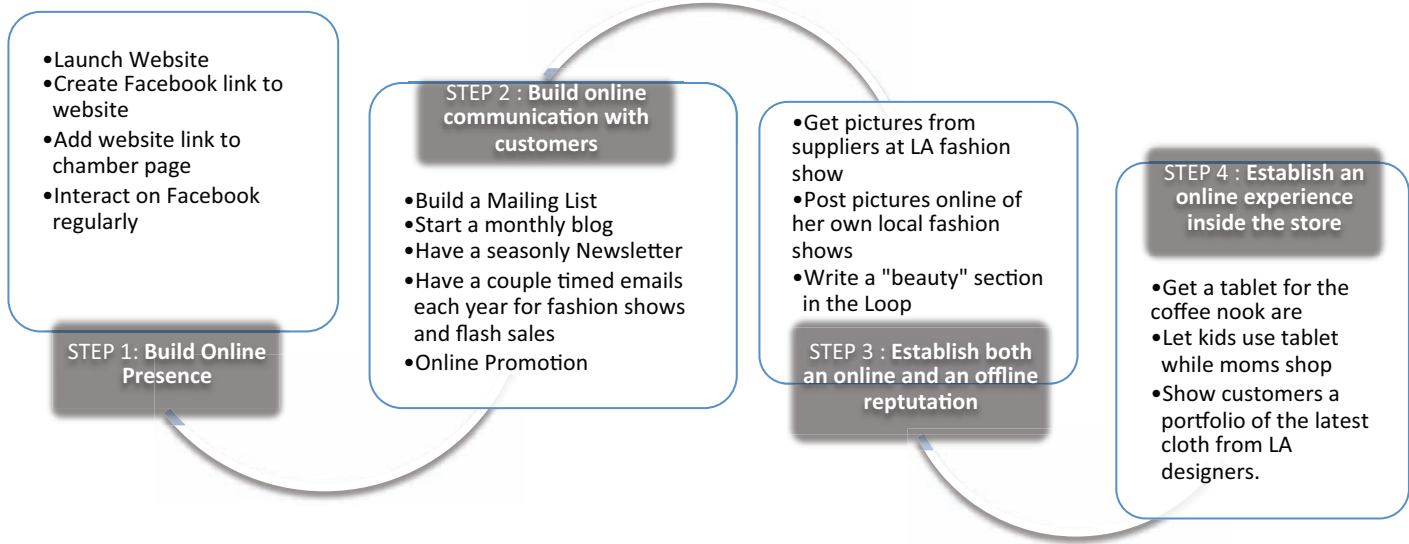
well. While the website is more on the “business” side of things, the Facebook page will allow Donna to show more of the personality of The Dressing Room. Potential customers would look at the page and be drawn to the interactive experience of the business.

Because The Dressing Room is not a chain store, Yelp reviews are going to be a necessity to build credibility online. However, they will also help Donna understand what customers are expecting from her shop. Because of this, she has recently created a page for The Dressing Room on Yelp. To promote positive reviews on the website, Donna is considering giving deals to patrons who “check-in” on Yelp and leave reviews. These reviews will go on to become the pillars that hold up Donna’s online reputation. Her customers will be given the power to show other potential customers that The Dressing Room is a business that provides high quality, fashionable clothing.

There are already many social media pages and websites that the city of Tehachapi uses, one of the biggest being The Loop, Tehachapi’s online news and entertainment guide. The Loop is one of Tehachapi’s biggest news sources and is definitely an option that Donna needs to consider. On *The Loop* she would be co-writing bi-weekly Fashion articles with other local “beauty” businesses (Spas, hair salons, etc.). This article would both catch the community’s attention and also maybe be the start of a new “Beauty Alliance” of sorts in Tehachapi to support local small businesses. An added benefit of being published to *The Loop* is that Donna could easily recycle the article she wrote and use it in her blog and newsletter.

Lastly, Donna may want to consider having a tablet device in the coffee nook of her boutique. This would give her store a digital/online experience that no other clothing retailer would provide. Donna would take pictures of the clothes in LA that she is not buying at the moment, but considering. After doing this, she would upload all of the pictures to the tablet and be able to show her customers extra clothing that she does not have in store, but could order at a moment’s notice. Customers could then look through this other inventory and order what they want. As an added benefit, customers would be able to let their children play on the device as they shop, allowing the mothers to stay in the store for a longer period of time.

# The Four Steps



- Launch Website
- Create Facebook link to website
- Add website link to chamber page
- Interact on Facebook regularly

**STEP 1: Build Online Presence**

**STEP 2: Build online communication with customers**

- Build a Mailing List
- Start a monthly blog
- Have a seasonly Newsletter
- Have a couple timed emails each year for fashion shows and flash sales
- Online Promotion

- Get pictures from suppliers at LA fashion show
- Post pictures online of her own local fashion shows
- Write a "beauty" section in the Loop

**STEP 3: Establish both an online and an offline reputation**

**STEP 4: Establish an online experience inside the store**

- Get a tablet for the coffee nook are
- Let kids use tablet while moms shop
- Show customers a portfolio of the latest cloth from LA designers.

# Implementation

The implementation collage features several key elements:

- Website:** Shows the homepage with a 'Photo Gallery', 'Current Coupons' (e.g., 'GET \$5 OFF'), 'New arrivals', 'Directions', and 'Keep in Touch' sign-up form.
- Facebook Page:** Displays the business profile with a cover photo, name 'The Dressing Room in Tehachapi', and a 'Facebook Integration' callout.
- Google Search:** Shows a search for 'women clothes in tehachapi, ca' resulting in a map and business listing for 'The Dressing Room'.
- Yelp Listing:** Shows the business details on Yelp, including address, phone, and hours, with a 'No Reviews Yet' callout.
- Google Listing:** Shows the business listing on Google Maps with address and phone information.

## Early Results

Donna Wolfe was initially scared of having a website. However, Slick Fish marketing did a great job at helping her through the endeavor. Getting online has been a bigger challenge than expected because Donna has had to understand her ever-changing customer buying behavior. However, this has actually served as a great benefit to the business. Through the process of gaining an online presence, Donna has come to understand her clientele more fully, and can now better serve their needs.



The hesitation related to finding a good website name outlined the need of a substantial branding effort for The Dressing Room. Competitors with names that are very similar to hers (“Get Dressed”) has resulted in some clients being confused. To add to the matter, The Dressing Room name was not consistently named on the website, Facebook page, and store signs, which only created more confusion. In an effort to rebrand and differentiate herself from the competition, Donna has named her website [dressingroomfashions.com](http://dressingroomfashions.com), and has started to market herself toward the trendsetters demographic.

One of Donna’s biggest tasks has been catching up with her competitor’s already established online presences. Dahlia’s boutique has 637 likes. Get Dressed has 1,563 likes, and is posting new arrivals every day on Instagram and Facebook. However, catching up with them is not going to necessitate copying them. Donna now understands that she needs to differentiate herself from her competitors not only in the shop, but online as well. As long as she remembers who her customers are, why she is different, and that quality is her credo, she will have no problem using her online presence to boost the revenue of The Dressing Room.

## ONE YEAR LATER

“I have started shipping merchandise out of state!” -Donna Wolfe

### Impact

Donna Wolfe is ecstatic about the results achieved from an online presence. Since the debut of its website and Facebook page, The Dressing Room has had a 20% increase in sales revenue. Some of this increase is partially due to new customers from out of state that Donna has started shipping her merchandise to directly. These customers were looking for certain clothing lines that were not available in their area, and found Donna through The Dressing Room’s website and Facebook page. After looking through the store’s merchandise online, they were able to pick and choose which merchandise they wanted sent to them. Donna knows that this interaction could not have been possible if it weren’t for her online presence.

She has also been very attentive to her Facebook page. She has been consistently posting pictures of her merchandise and of any sales that the shop might be having. This consistency in quantity and quality has garnered The Dressing Room 445 likes with a rating of 4.5 stars on Facebook, a figure that is comparable to competitors.





Due to her increase in sales, Donna decided to move out of old town Tehachapi, and into a new storefront in the heart of downtown Tehachapi. Her new store is 2000 square feet and is located on 112 East Tehachapi Blvd. Being very diligent about making sure the new location of the store is known, she has been posting all of the information about her move on Facebook. She is very excited about this new and exciting chapter for her business and knows that an online presence will be a key component in the future of her business.

### Opportunities Created

Working with Slick Fish marketing was one of greatest gift for Donna. Indeed, the online presence deployed by Slick Fish very quickly showed the potential of an integrated online marketing approach. She immediately understood that she had to delegate her online presence to Slick Fish if she wanted to expand her business. Since last year, Slick Fish marketing and Donna are meeting regularly to assess Donna's marketing strategy deployment. Slick Fish was essential in helping Donna make that move to Downtown Tehachapi.

Now that Donna has a good follower base on Facebook, she can start to branch out and experiment. Following her 4-step strategic plan, she is starting to take pictures of the clothing from her suppliers that she is considering buying and create a portfolio that can be stored on an Ipad. From there, customers in the store will be able to look through this extra merchandise and place an order for anything they might want.

Although it was an idea that had crossed her mind in dreams, Donna did not think that she would actually ever be shipping merchandise across state lines, especially this early in her appearance in the online world. However, after



giving it a try, she has found it to be very easy and profitable to do so. Donna will definitely have to modify her strategy to incorporate this new channel of revenue. After necessary preparation, she could start to advertise on her website and Facebook page that The Dressing Room ships merchandise and takes orders over the internet or the phone. Once this consumer base has grown large enough, she is planning to expand the website functionalities to include an online store section that customers could order from. It is important to note that this opportunity only presented itself because of The Dressing Room's website and Facebook page.

### **View From the ESCRBC**

From the viewpoint of the ESCRBC, The Dressing Room was the type of business that had grown as much as it could, and needed an online presence to break the plateau and elevate itself to the next level. The boutique's location in Old Town Tehachapi, a limiting factor to both local and tourist traffic, was something that needed to be overcome through an online presence.

One year later, The Dressing Room has not just broken the plateau; it has beaten it to a pulp. Thanks to an online presence, the retail possibilities are now almost endless. With no doubt, The Dressing Room now has one of the highest potentials for growth out of all of the businesses worked with in the online presence program.

### **View From the Business Owner**

After one year of having an online presence, Donna Wolfe's thoughts went from "a website would be nice" to "a website from Slick Fish Marketing and Facebook page are essential". Going into the program, she knew an online presence could be helpful to her business, but always considered it optional. However, after beginning to ship merchandise out of state, experiencing a 20% bump in revenue, and having a new realm of opportunities opened for the business, she has come to fully understand the power of an online presence. When told that the ESCRBC was currently looking for new businesses to work with in establishing an online presence, she responded with, "ooh, more lucky people".

# Case Study #5: Allen Outdoor Sierra Saddlery & Feed



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Business	<b>Allen Outdoor Sierra Saddlery &amp; Feed</b>	<b>Nils Davis Design</b>
Industry	<b>Feed, Pet, Packing Supplies Outdoor Cooking Gear RV parts &amp; repairs (non mechanic)</b>	<b>Web Designing</b>
Owner	<b>Tamara Allen</b>	<b>Nils and Keri Davis</b>
Founded	<b>1993</b>	<b>2002</b>
Employees	<b>3 to 5</b>	<b>2</b>
Customers	<b>Outdoorsman Ranchers Pet Owners RV Owners</b>	<b>Mammoth Photo Shack Bodie Foundation Cross Fit Bishop</b>
Area	<b>Bishop, CA</b>	<b>Inyo and Mono County</b>
Website	<b>Allenoutdoor.com</b>	<b>nilsdavisdesign.com</b>

Case study available online at [escrbconsortium.org/online-presence-case-studies/](http://escrbconsortium.org/online-presence-case-studies/)

“People pushed me to get online” -Tamara Allen, Owner

## BACKGROUND

### About the Business

Allen Outdoor Sierra Saddlery & Feed Supply is a full service outdoor store. Located at the south entrance of Bishop, Allen Outdoor (A.K.A “the red horse place”) can provide the necessary equipment, clothes, animal feed, camping equipment, RV repair, for any outdoor adventure. They only carry the highest quality of equipment to ensure customers the best experience while enjoying the Sierras. From packing needs to RV trips, they’ve got everything covered.

### Consumer Base and the Ideal Customer

After talking to Tamara, it was revealed that feed actually only represents about 15% of the revenue for the store. Outdoor cooking equipment and wear represents 20%, while dog food represents 15%, and RV parts and repair, a service with very little advertisement, represents an astounding 50% of revenue.

The ideal local customer would be someone who loves dogs and cares about their nutritional needs. He or she will know that Allen Outdoor is the only carrier of premium pet food in the Bishop area. This person would also be involved with pet training, not be price sensitive, and be willing to buy high end products for their pet.

The ideal traveling customer is an RV owner who is traveling through the Eastern Sierras and needs parts and repairs. They may need advice travelling the area, and might be looking for specialized equipment to improve their RV so they may enjoy their trip to the fullest.

### Picture of the Market

The only other Feed supply store in Bishop is Wye Road and Feed; they are located at the north end of town. The only reason some people choose to shop there instead of at Allen Outdoor is because of proximity to the location. Wye feed currently has no online presence, and is not a direct competitor because they only carry clothing and feed. Allen Outdoor has a monopoly in the Inyo/Mono area, as they are the only business providing RV repairs for special needs such as plumbing.

## ONLINE STRATEGY

### Initial Goal from the Business Owner

*An online presence will allow better communication between my business and my customer base to increase foot traffic and sales. I would like to keep my customer informed on merchandise and service availability as well as promote specials or new services and merchandise.*

- Tamara Allen

## Turning Strengths Into Online Opportunities



Allen Outdoor was the classic example of the store that had an earlier online presence, but did not integrate it properly into their marketing strategy. Many years ago they tried having a website, but it was a stand-alone project which was rarely updated and never gained much attention. Along with this, the website was not informative about what products and services the store provided. The feed supply store actually earns much of its revenue through RV repairs (50%); however, there was no way of knowing that they provided this service other than prior knowledge, getting referred to them, or asking them directly. Through gaining an online presence Allen Outdoor will not just be able to expand its reach and services, but has also be able to redefine itself.

Because Bishop is such a small town, there is no need to build an awareness of the store with Bishop residents. Everyone in town already knows about the feed store at the south end of town with “the crazy red horse”. However, this condition does not negate the effectiveness of a website. The main purpose of the website would be to reach the travelers that are in the town for a short period of time. This is the crowd that is unaware of the services of local businesses and needs to be informed of what Allen Outdoor has to offer. Even walking by on the street, the modest storefront and misleading sign makes one think that Allen Outdoor is just a basic feed supply store. This is exactly why a website is needed. This group of travelers needs to be informed that Allen Outdoor does not just offer feed, but also offers outdoor camping gear, clothing, and RV repairs. A thorough and extensive SEO job is imperative to achieving this goal.

On the other hand, Allen Outdoors’s Facebook page could become widely used by the population of Bishop. Tamara and her employees could post updates that notify residents when the feed truck comes in that ask if anybody needs anything other than the usual order. They could also upload pictures of any new clothing or other special items that have come in. Along with this, customers could communicate with the Allen Outdoor by to posting onto their page. They would be able to ask them if they have a certain item in stock, to order something in the next shipment, etc.. Facebook will give Allen Outdoor a new channel to communicate with its customers in a friendly and efficient manner.

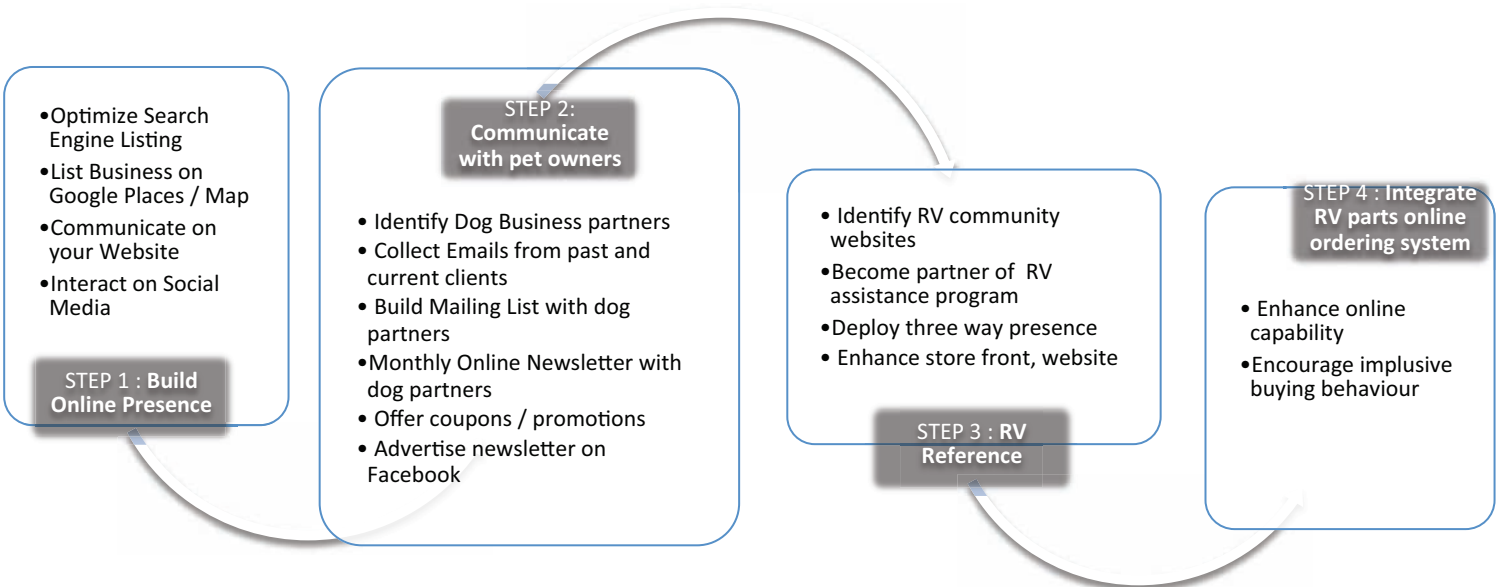
While a monthly newsletter would not be ideal for all of Allen Outdoors' customers, it could help in certain aspects of their business. Many seeking RV repairs are one-time customers, and most of the ranchers that come in are price sensitive and buy the same thing every time. However, the pet owners that come into the feed store buy special things. They go out of their way to buy premium food and supplies for their pets, and are constantly on the search for better products. These people would appreciate getting a monthly email with a special on pet supplies and an article about ways to take care of their pet through nutrition, grooming, etc. This email would help establish trust between the store and the pet owners. If done properly, Allen Outdoor would start to become known in the town as the expert on pet care.

A collaborative newsletter with some dog professionals in the area would be very effective in catching the attention of Bishop pet lovers. To integrate this with an offline strategy, Tamara is planning to partner with local dog trainers to set up a cross discount system. For example, "If you bring your dog to training, you get a free bag of food from Allen Outdoor", or "If you spent more than \$x on food, you get a free dog training class".

With regard to their RV customers, Allen Outdoor needs to do a better job at being referenced by professionals. They need to make sure they are listed on RV community and assistance websites as "the official parts and repair place for RVs in Bishop". Examples of such entities are Family Motor Coach Association, Go Camping America, AAA, Good Sam Road Assistance, Camp-California, El Monte RV, and Cruise America. They need a three way presence in this field: have a listing on the Allen Outdoor website for their partners, ask the partners to list Allen Outdoor on their website, and add a visual sign on their store front that can be seen by travelers.

Lastly, the RV part supplier is proposing to integrate their online catalog and ordering system into their website. They should definitely seize this opportunity because it adds the convenience to the travelers of not having to call ahead for RV parts and can be accessed at all hours of the day. Through this, Allen Outdoor would also become a "Ship to Store" for RV owners in need of parts.

# The Four Steps



# Implementation

**Encourage Buying decision**

**Services**

**Special**

**Weather for visitors**

**Facebook Integration**

**Contact Form**

**Google Maps**

**Camping Equipment**

**RV Parts**

**Feed**

## Early Results

This project was a true online adoption story, as Tamara was not even connected to the Internet at home. Because she is not always inside the store on the computer, she was not highly responsive to emails sent from customers or other inquiries. She quickly discovered that to improve her customer service, she needed a way to quickly answer emails. The first result of Tamara's online presence was bringing Internet to her home. From that point on, the email communication channel was greatly improved.



After talking with Tamara, it was quickly found that her store was not only a feed and outdoor store. In fact, feed represents about 15% of their revenue. Outdoor cooking equipment and clothing represents 20%, while pet food represents 15%. Their biggest source of revenue, a staggering 50%, actually comes from RV parts and repair. The work done by Nils Davis Design is good, but it was done with the sole input of the owner focusing on feed and outdoor supplies. In conclusion, some work has to be done upstream before promoting the business online. Because the local community pushed Tamara to put her store online and seize the opportunity of our program, it is understandable that her business was not completely ready for it.

Allen Outdoor has recently been struggling to increase revenue. In deploying their online presence, Tamara had to take a different approach to her business. Unfortunately, she unveiled a very unpleasant truth: she is not in sync with her customers. Tamara became aware of the fact that she needs to spend some time writing a business plan to refocus on the core of her business, and analyze the revenue of each product and service line. She is planning on first seeking advice from the Small Business Development Center at the California State University of Bakersfield to create a business and marketing plan, and from there, reworking her online presence to better communicate to her customers.

## ONE YEAR LATER

**“It never quite clicked” -Tamara Allen**

### Impact

Because Allen Outdoor was not completely dedicated in deploying their online presence, there was very little noticeable impact made on the business in most categories. Allen Outdoor's biggest success came from listing their business on Google Page as a U-Haul supplier. From this, the business saw a 15% increase in U-Haul rental trucks. They also received many positive reviews on the U-Haul website, earning an overall rating of 4.5 out of 5.

Nonetheless, Tamara is optimistic for the future. She reports that some new customers have come in to the store, looking for products and services that they saw listed on the website. She also says she will look into putting new efforts in maintaining their Facebook page and creating monthly newsletters. The main problem is that the business is doing just fine, so any additional expense needs to be carefully planned.



## Opportunities Created

Despite the fact that the online integration was minimal, a foundation for future online use has nonetheless been created. In May of 2014, Tamara decided that she wanted to sell her business, a task that can be quite difficult in a small town such as Bishop. Her online presence is certain to increase both the value and the visibility of her business. Tamara, and future owners of the store, will be able to reap the benefits of the online presence of the business whenever they choose.

Although Tamara thinks she cannot handle her own online efforts, she is still thinking of ways to add convenience for her customers. Integrating her supplier's online ordering system onto the Allen Outdoor website is something that she is very seriously considering. It is encouraging that she pursue this integration because it will be a very minimal expense to the business, require zero maintenance and interaction, and add new functionality to the website. Another form of online presence that Tamara is considering pursuing is having the business listed on all pet food suppliers that she carries in-store. This would help with the Search Engine Optimization of the business, something Tamara understands the power of.

Tamara also understands now that technology in general can be used to ease some of her business processes. She is now looking at using a new POS system based on cloud technology. This is a very promising move, and it is expected that once the business is running more efficiently with a new POS system, Tamara will be able to focus on reaping the benefits of her online presence.



## View from the ESCRBC

Working with Allen Outdoor Sierra Saddlery and Feed served as a reminder to the ESCRBC why a full commitment was needed from a business to successfully undergo the transition to the online world. Although Tamara was very hopeful for success in the program, she found that she simply did not have the time, nor the energy needed to maintain an effective online presence. Nonetheless, this effort has helped educate her in the requirements an online presence demands. Tamara understands the powerful fact that 70% of Americans now look at product's online reviews

before making a purchase. It is just a matter of time before she starts acting on this fact.

## View from the Business Owner

Tamara went into the program not knowing if she truly wanted to commit to the program in the first place. However, members of the community highly encouraged her to get online, and so, following their advice, Tamara decided to make the leap. However, once fully immersed in the online world, she found that she was simply not ready to give for the commitment of time and effort that was needed. Although she understands the importance of being online, Tamara just does not think her business is ready. She feels that she needs to first work on improving the day-to-day operations of her business before scaling into the online world.

# CASE STUDY #6: Bishop Tax, LLC



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Business	<b>David Stottlemyre Inc.</b>	<b>Troy Creative</b>
Service	<b>Tax Preparation Specialized Advice</b>	<b>Web Design, Graphic Design</b>
Owner	<b>David Stottlemyre</b>	<b>Maureen Troy</b>
Founded	<b>xxx</b>	<b>2003</b>
Employee	<b>1</b>	<b>1</b>
Customers	<b>Individuals Partnerships, Corporations, LLC's, Trust and Estates</b>	<b>Mono County Child Care Council Reel Mammoth Adventures Inyo County</b>
Area	<b>California</b>	<b>Bishop and Santa Barbara</b>
Website	<b>bishtax.com</b>	<b>maurentroy.com</b>

Case study available online at [escrbconsortium.org/online-presence-case-studies/](http://escrbconsortium.org/online-presence-case-studies/)

“Get online to push me out of my comfort zone” -David Stottlemyre, Owner

## BACKGROUND

### About the Business

David Stottlemyre Inc. is the preferred Enrolled Agent (EA) firm when it comes to income tax planning and preparation. Unlike Attorneys and CPAs, EAs specialize only in taxes. The federal government designates EAs who can represent taxpayers for tax issues. Bishop Tax Consultant, David Stottlemyre engages each client in a relationship to determine client's goals. David's income tax and business management expertise combined with exceptional personal service help define the services he offers to clients.

Tax services include: Personal income tax planning and preparation, Partnership income tax planning and preparation, business acquisitions and corporate tax plans, Limited Liability Company (LLC) business and tax plans, trust, estate and gifting plans, and choosing the appropriate business entity for tax purposes.

### Consumer Base and the Ideal Customer

Because everyone has to file taxes, David has quite a wide consumer base to work with. His biggest customer groups are: local residents and businesses, businesses in the retail industry with over \$1 million in revenue, wealthy individuals with trust funds, and businesses in the music industry.

The ideal client is a long time established California entity with over \$1 million in revenue, fun to work with, that pushes David out of his comfort zone. He would like to earn money based on the money his clients save, and would like to get clients involved in entertainment, specifically the music industry.

### Picture of the Market

The tax preparation business is somewhat easy to enter; it requires some certifications, but a very low level of investment. Competition is fierce in town, but the competition is now coming from the online world. Online software such as Turbo Tax and hybrid approaches such as HR Block are changing the market.

However, David does not feel threatened because he knows that his current customers are longtime satisfied users of his tax services. His new customers were referred to him because they had outgrown the scope of Turbo Tax. The majority of clients that cancel his services are clients that are either moving away from Bishop, or discontinuing their businesses. Furthermore, his customers are usually in unique tax situations, and are in need of individualized advice.

For these reasons, Dave takes the time to understand each situation and fully explain the results. David gives all of his clients 100% of his focus, and that is what sets him apart from the average tax professional.

## ONLINE STRATEGY

### Initial Goal From the Small Business Owner

*I've been told by other accountants that having a website has brought them new clients. Some accountants only do business via their websites and don't have a physical presence, which is an idea that peaks my interest.*

- David Stottlemyre, owner

### Turning Strengths Into Opportunities

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<i>Chamber / City involvement</i>	<i>Online Presence - website, Google Search</i>
<i>Reputation / Success Stories</i>	<i>Social Media (Linked-in, Twitter)</i>
<i>Works with multi-million \$ companies</i>	<i>Online Tax Discussion Group on Linked-In</i>
<i>Full tax service offering</i>	<i>Online Network Group</i>
<i>Word of mouth clients</i>	<i>Online Reputation - Email Marketing</i>
<i>Work harder and faster than locals</i>	<i>Online Education (tips, webinars)</i>
<i>Loyal customer base</i>	<i>Live face-to-face (online meeting with doc sharing)</i>

David is involved at many levels in the community (Bishop City Council, Chamber of Commerce, etc.), and so is very well known in Bishop and the neighboring regions. He doesn't spend any money on marketing, and runs his business solely on word of mouth. Although this brings in a sizable amount of customers, David knows that his business has yet to achieve its full potential. A simple online presence, such as an informational website, is exactly what he needed.

As it turns out, the business name "Bishop Tax" is perfect for SEO because those are the exact keywords most potential customers use to find tax services in the Bishop area. This fact alone has made him quite visible on Google search and maps. With his website, David has been able to illustrate his uniqueness, while advertising his services. He has also been able to establish himself as a credible source of tax information by highlighting his extensive 30 years of experience in the tax business.

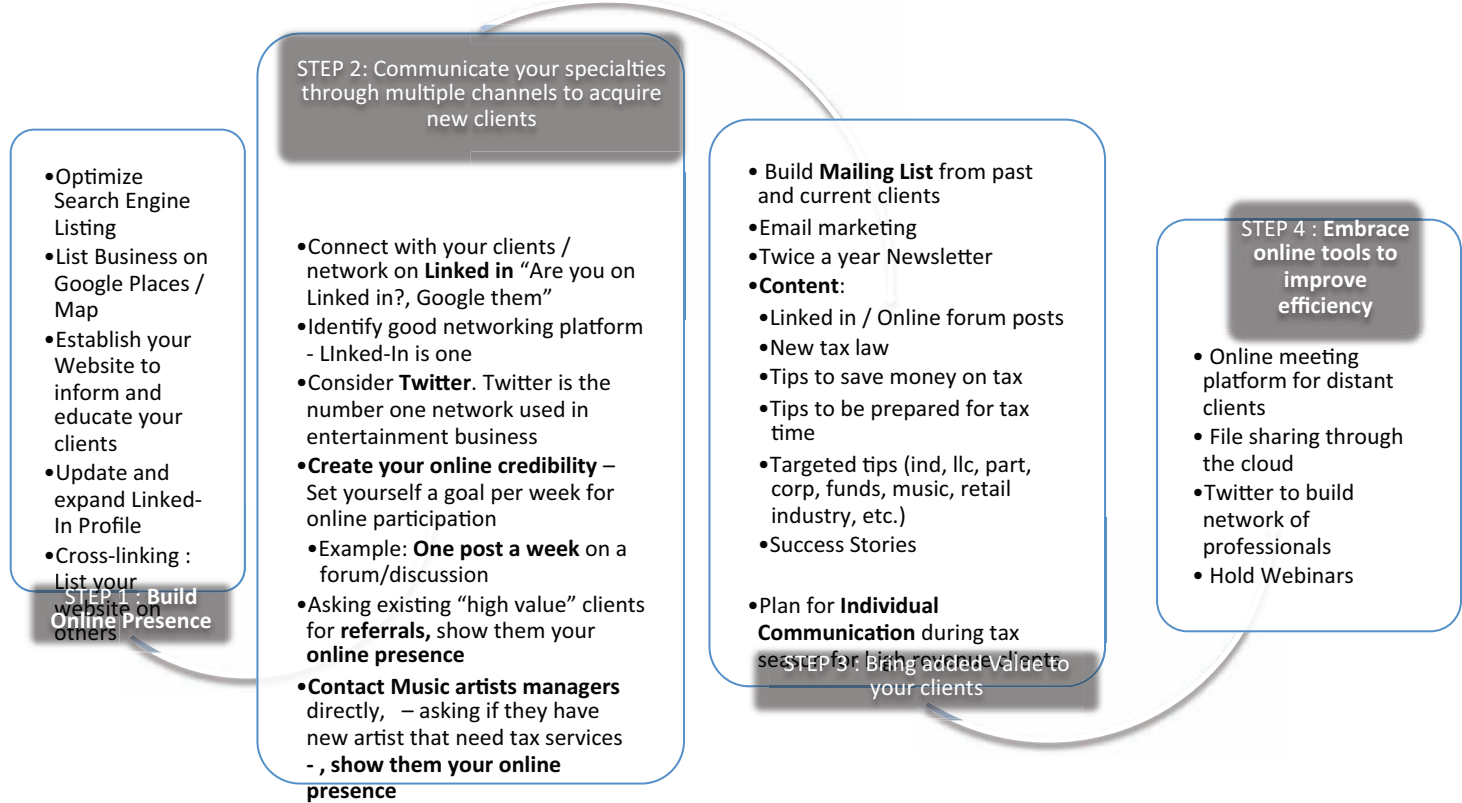
One of David's biggest difficulties is not communicating as effectively as possible with his existing customer base. He was mailing a newsletter to his clients before, but due to the low impact, he ceased doing so. A revamped online newsletter that is quick and easy to design could be something to consider. For example, some of his existing clients do not know about the importance of estate tax planning to preserve their wealth for future generations, which could be a newsletter topic. David could also communicate some "preparing for tax season" tips (records and finding receipts, 1099s, W2s, mileage records, etc.) to ease his work, and finally tell his clients the latest in tax news, such as what has changed from last year. Even just a very simple email sent once or twice a year with a professional marketing mailing software (Mail Chimp, Constant Contact) could really help educate his clients.

David feels it is necessary to develop an online reputation in order to compete on a larger scale, that an online presence will inevitably create. To do so, he needs to identify where to develop his reputation on the web. Linked-In, as a professional site where individuals and businesses advertise themselves everyday, is a natural first step. David can start by expanding his network, being endorsed for his skills, and participating in some specific topics of interest in Linked-In group discussions. It must be noted that the Linked-In discussion must support his positioning regarding expertise and specialization. All of this will work to paint David a strong, consistent picture of himself in various places around the Web.

David is looking to expand out of the area, and has already started acquiring clients that do not live in Bishop. He understands that he needs to convey accessibility by making geographic boundaries disappear. David has a practice of always meeting with his clients in person initially, but once the relationship is established, he and his clients are communicating through phone and emails, a process that he is happy with, but feels could be more effective and efficient. He has started looking for better ways to interact with his clients. He equipped his computer with a webcam, and has also started looking into using GotoMeeting, GoogleHangout, or Joinme to utilize other features such as file sharing, voice, webcam, etc. Using the Apple Cloud for storing files has also been recommended as something to consider since it would avoid duplication of files.

Finally, David has to find a way to keep up with the tax industry's ever changing landscape. He has been participating in webinars to earn his annual continuing education hours and to learn about any new changes in tax law. He is also a member of NAEA and NATP.

# THE FOUR STEPS



# IMPLEMENTATION

**New Logo**

**BISHOP TAX**  
DAVID STOTTLE  
Mission and Vision

David Stottlemyre Inc is the preferred Enrolled Agent (EA) firm when it comes to income tax planning and preparation. Unlike Attorneys and CPAs, EAs specialize **only** in taxes. An Enrolled Agent is the sole representative for taxpayers who receives that right from the U.S. Government. Bishop Tax Consultant, Dave Stottlemyre engages each client in a relationship based on client goals. Dave's income tax and business management expertise combined with exceptional personal service delivery help to define his client's optimal performance and achieve it.

Bishop Tax operates on the belief that each client should be comfortable with their understanding of the services we offer and the information we provide. For that reason, Dave takes the time to understand each situation and fully explain the results. All the focus is always on the client and that's what sets Dave apart from the average tax professional.

Dave deals with the IRS so you don't have to!

**GET EXPERT HELP!**

**Call to action**

**Services**

- Personal income tax planning and preparation
- Partnership income tax planning and prep
- Business acquisitions and Corporations
- Limited Liability Company (LLC) business and tax plans
- Trust, Estate and gifting plans
- Choosing the appropriate business entity

**VALUES**

**INDIVIDUAL TAXES**

**TRUST + ESTATE TAXES**

**1041 U.S. Income Tax Return for Estates and Trusts 2012**

**1040 U.S. Individual Income Tax Return 2012**

**Testimonials**

**Resources to educate his clients**

**Linked In**

Enrolled Agents: FMCG, Lacerte Tax Software, National Association

## Early Results

David embraced the development of his online presence right from the beginning. What he liked about the process was that it made him think about his customers and find ways to serve them better. His original goal from this experience was to push himself out of his comfort zone, and he admits that it has not been an easy transition, especially since he had long established habits, such as interacting face-to-face. It has been very hard to break out of these old habits and use new technologies such as Skype. When Maureen Troy, from Troy Designs, was away, David preferred to wait for her to come back instead of making changes himself. The lack of human interaction was maybe the biggest challenge for David to overcome. His website was purposely very “personal”.



The second challenge has been the commitment and the rigor needed to be successful online as a tax professional. David needs to start actively participating on Linked-in. His challenge at getting new clients from out of the Bishop is not an easy one, but he has done a good job making headway. His start on Linked-In has been very promising: he managed to get 62 endorsements and now is at 205 connections. David’s goal should be to reach around 500 Linked-In connections, get at least 5 recommendations, and to participate in weekly Linked-in discussions.

## ONE YEAR LATER

“I am downsizing” -David Stottlemyre

### Impact

David is very happy with his newfound website. His clients, in particular, are also happy to see that he has made the move into the online world. David is continuing the organic growth of his Linked-in network as well as Linked-in endorsements. But, simply put, that’s it. David is not planning to leverage his website or his linked-in network to expand his business. To the contrary, he is looking at downsizing. David is happy with the way his business has been running and has decided to put his focus and energy into other aspects of his life. He was just recently elected to the position of county assessor of Inyo County, and has started to reel back on his business ventures to focus on this new undertaking.

### Opportunities Created

Despite the fact that David’s online presence was not connected to his election bid, it is undoubtedly true that some of his electorate “Googled” David to find more about him, and found his website and Linked-in profile. To this extent, the many Linked-in endorsements he got for his business and community skills certainly helped reinforce him as the professional, appropriate choice for Inyo County.

## View from the ESCRBC

Working with David for an online deployment revealed two critical elements for success, and also presented an unexpected opportunity. The first critical element for success is a regular check-in schedule between the business owner and web professional. Unlike the other five businesses, the web professional assigned to David did not stay in touch with him. David was very disappointed in this because he believes that designers and tax professionals should follow the same approach with their clients. He told us, “ If I don’t take my client by the hand, walk them through it, adding a personal touch, they don’t know what to do. This is why they come to me”. He believes that a relationship between the website designer and business owner is a key to success.

The second critical element David illustrated is that, in fact, one size does not fit all. Working with David, it was became clear that his situation was unique. He was willing to get online, but was not looking to expand, which was an unusual stance to take. However, we learned that an individual assessment of the desires and abilities of any business is an important factor to determine the steps needed for online success. For any marketing plan needs, it is suggested that small businesses utilize the free services of their local Small Business Development Center.

Lastly, we discovered that unexpected opportunities, not related with the business, could arise. Once a business has made itself prominent on the Internet, it must be understood, it becomes a public entity. The power of Search Engine Optimization and Social Networks should not be taken with a lighthearted approach. David’s opportunity, this was being on the election ballot, but the same lessons also apply for getting a new job, branching out, etc. In this day and age, potential employers are likely to Google an employee, just as voters did for David. According to recent publications, personal online presence is becoming more important than a resume.

## View from the Business Owner

David found the experiment enriching from both a business and a personal standpoint. He highly recommends small businesses give online presence a try. For David, this was a fun and demanding experiment, and one that he would do again. David agrees that for business owners from an older generation, it is essential to try to close the gap with the younger generation. Although it is a venture that can seem scary, the rewards and benefits are almost endless.





OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE**     October 14, 2014

**Departments: Public Works**

**TIME REQUIRED**     15 minutes (5 minute presentation; 10 minute discussion)     **PERSONS APPEARING BEFORE THE BOARD**     Jeff Walters

**SUBJECT**     Review of Snow Removal Policies, Procedures and Priorities

### AGENDA DESCRIPTION:

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

Each year the Roads Division of Public Works provides the Board of Supervisors for their review a list of the snow removal policies, procedures and priorities for county-maintained roads.

### RECOMMENDED ACTION:

1. Receive a staff report regarding current snow removal policies, procedures, and priorities. 2. Provide direction to staff regarding modification to current snow removal policies, procedures and priorities. 3. Consider and potentially adopt Resolution No. R14-\_\_\_, "A Resolution of the Mono County Board of Supervisors Re-Establishing Snow Removal Policies, Procedures and Priorities for County-Maintained Roads." 4. Provide any desired direction to staff.

### FISCAL IMPACT:

None.

**CONTACT NAME:** Jeff Walters

**PHONE/EMAIL:** 760 932 5459 / jwalters@mono.ca.gov

SUBMIT THE ORIGINAL DOCUMENT WITH ATTACHMENTS TO THE OFFICE OF THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY  
32 DAYS PRECEDING THE BOARD MEETING**

### SEND COPIES TO:

### MINUTE ORDER REQUESTED:

YES  NO

### ATTACHMENTS:

Click to download

- [Review of Snow Removal Policies, Procedures and Priorities - BOS Staff Report](#)
- [Exhibit 1 - Snow Removal Policy, Procedures and Priorities - BOS Resolution](#)

- [Exhibit A - Snow Removal Policies, Procedures and Priorities](#)
- [Exhibit B - Snow Removal Priority Map](#)
- [Exhibit C - Snow Removal Priorities by Road Area](#)

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**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
10/8/2014 9:46 AM	County Administrative Office	Yes
10/8/2014 6:08 PM	County Counsel	Yes
10/8/2014 12:31 PM	Finance	Yes



# MONO COUNTY

## DEPARTMENT OF PUBLIC WORKS

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Date: October 14, 2014

To: Honorable Chair and Members of the Board of Supervisors

From: Jeff Walters, Public Works Director/Director of Road Operations and Fleet Services

Re: Review of Snow Removal Priorities

### **Recommended Action:**

1. Receive staff report regarding current snow removal priorities.
2. Provide direction to staff regarding modifications to current snow removal priorities.
3. Consider and potentially adopt Resolution No. R14-\_\_\_\_, "A Resolution of the Mono County Board of Supervisors Re-Establishing Snow Removal Policies, Procedures, and Priorities for County-Maintained Roads."
4. Provide any desired direction to staff.

### **Fiscal Impact:**

None.

### **Discussion:**

In past years, the Board of Supervisors considered and approved policies, procedures, and priorities for the Department of Public Works' snow removal operations. These were incorporated into a document adopted by the County through Board resolutions. In addition, snow removal priorities for individual County-maintained streets are delineated on a map maintained by Public Works and referenced in the resolution.

The resolution calls for an annual review of the program, which gives the Board an opportunity to add or delete streets, change priorities or procedures, and make any other changes it desires. It is Public Works' intention to review current snow removal protocol at the meeting, then either ask the Board to adopt the resolution as presented or bring changes resulting from the discussion back to the Board for approval at a later date.

Public Works has confirmed with the Eastern Sierra Unified School District that they do not require any changes to their regular bus routes for this season. Public Works does not have any changes to recommend to the policies, procedures, and priorities for the 2014-15 winter. However, the Board may wish to have some current practices expanded upon, clarified, or memorialized.

A copy of the draft Board resolution, which includes and references the Snow Removal Policies, Procedures, and Priorities as Exhibit A, is enclosed as Exhibit 1 to this staff report. A reduced copy of the Draft Snow Removal Priority Map is included as Exhibit B to the resolution; full-size copies of the map and individual Road Area maps will be available at the meeting for Board reference. Exhibit C contains more detail by road area and community.

If you have any questions regarding this item, please contact me at 760.932.5459. I may also be contacted by email at [jwalters@mono.ca.gov](mailto:jwalters@mono.ca.gov).

Respectfully submitted,



Jeff Walters  
Public Works Director/Director of Road Operations and Fleet Services

Attachment: Exhibit 1 – Draft Resolution (with Exhibit A)  
Exhibit B – Snow Removal Priority Map  
Exhibit C – Snow Removal Priorities by Road Area



**RESOLUTION NO. R14-**

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS  
RE-ESTABLISHING SNOW REMOVAL POLICIES, PROCEDURES,  
AND PRIORITIES FOR COUNTY-MAINTAINED ROADS**

**WHEREAS**, the Mono County Board of Supervisors recognizes and confirms that snow removal activities are a critical and essential element of the County Road System; and,

**WHEREAS**, the Mono County Department of Public Works has been delegated the responsibility of administering a safe and expeditious snow removal program for County-maintained roads; and,

**WHEREAS**, to effectuate such a program, the Board of Supervisors and the Department of Public Works find it necessary to develop snow removal policies, procedures, and priorities; and,

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors hereby approves and adopts the “Mono County Snow Removal Policies, Procedures, and Priorities” for 2015 as specified in the attached Exhibit A and the “Snow Removal Priority Map,” attached hereto as Exhibit B.

**BE IT FURTHER RESOLVED** that the Board of Supervisors shall, at a minimum, review said program and map annually and make such modifications as they may deem appropriate.

**APPROVED AND ADOPTED** this 14th day of October, 2014, by the following vote of the Board of Supervisors, County of Mono:

**AYES** :

**NOES** :

**ABSENT** :

**ABSTAIN** :

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Larry K. Johnston, Chairman  
Mono County Board of Supervisors

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ATTEST:

Approved as to Form:

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Shannon Kendall  
Senior Deputy Clerk of the Board

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Marshall Rudolph  
County Counsel

# EXHIBIT A

## MONO COUNTY SNOW REMOVAL POLICIES, PROCEDURES, AND PRIORITIES

It is the desire and intention of Mono County to provide snow removal services on paved and gravel roads within the county and to provide access to year-round residences and businesses for emergency vehicles and the public. The amount of safety and convenience to motorists in the winter varies with a number of factors such as weather conditions, the amount of snowfall, and the availability of equipment and manpower. In recognition of the County's limited resources, residents may find that at times of heavy snowfall, wind drift, or avalanche, some roads may be impassable. For the purposes of this document, the County's maintained roads have been separated into five classifications reflecting their priority status for receiving snow removal resources and effort, based on amount of traffic, type of traffic, remoteness of location, elevation, and avalanche conditions. It is not the intention of this policy to create or impose any new mandatory duties upon the County or its staff.

It is within the authority of each Road District Supervisor to maintain the roads in their districts in a reasonably safe condition according to the County's standards. As such, hazardous conditions and public complaints will normally be addressed at this level. Where situations cannot be resolved at this level or assistance is needed, the next step would be to contact the Road Operations Supervisor, followed by the Director of Road Operations/Fleet Services and then the Public Works Director.

### **SNOW REMOVAL PRIORITIES**

The following section describes the County's adopted classification system for snow removal priorities on County-maintained roads. For snow removal class designations for individual County-maintained roads, refer to the most recent "Mono County Maintained Mileage" table and/or "Snow Removal Priority Map," both of which are on file at the Department of Public Works.

#### **Class I**

Class I roads are paved roads that are school bus routes and major collectors, which provide the main access for communities to the State Highway System, and County roads that serve as access to fire stations, paramedics, and the Mono County Sheriff's office. These roads will generally receive snow removal resources first and more frequently than subordinate road classifications, and it is the Department of Public Works' goal to keep them open continuously. While roads in this classification may close temporarily for public safety reasons, they will typically be the first to be re-opened. Safety devices, such as cinders and reflective tape on snow poles, may be used more extensively on these roads than for other road classifications.

#### **Class II**

Class II roads are primarily paved minor collector roads, which service communities and government offices, but carry less traffic than Class I roads and are not part of school bus routes. These are the second priority to receive snow removal resources. Snow removal

efforts and application of cinders are similar to that of Class I roads, but with less frequency of resources and safety devices.

### **Class III**

Class III roads are residential streets, cul-de-sacs, and other paved and gravel community roads. As the third priority designation, these roads generally receive snow removal as soon as all of the Class I and Class II roads have been opened and cleared. Cinders are typically used only in hazardous situations or locations, as determined by the Road District Supervisor, such as on steep grades and at intersections. Snow accumulations of less than three inches may not be plowed except during normal working hours.

### **Class IV**

Class IV roads are other paved and gravel roads that are forest roads, remote roads serving single residences, or high mountain roads with severe snow accumulations and avalanche potential. These roads generally receive snow removal only after all of the above classes of roads are plowed and cleared, typically after the storms have passed. Snow will be removed during daylight hours only (if at all), and overtime hours are typically not authorized. These roads are subject to temporary closure or seasonal closure at the discretion of the Director of Road Operations/Fleet Services or the Public Works Director, which may be the result of a series of heavy storms or presence of an avalanche hazard. Snow accumulations of six inches or less may not be plowed except during normal working hours. Cinders may be used only in hazardous situations or locations at the Road District Supervisor's discretion.

### **Class V**

Class V roads are primarily other forest roads that are closed during the winter months. These roads receive no snow removal resources or are only opened in the spring after a substantial amount of snowpack has melted.

## **SNOW REMOVAL PROCEDURES**

The following section describes procedures and practices for snow removal operations on County-maintained roads.

### **Plowing**

Plowing usually begins when it appears that snowfall amounts are accumulating to the extent that use of the roads is being adversely affected and dangerous conditions may exist. A small amount of snow, such as 1-2 inches, may not warrant plowing other than during normal work hours. Road District Supervisors may monitor the amount of snowfall accumulations on roads within their jurisdictions. Snow depths of three inches or more may trigger the initiation of snow removal activities. Where existing or anticipated snowfall or high winds begin prior to 7:30 am, snow removal operations may start at or prior to 4:30 am. Starting at 4:30 am may also be required where clean-up operations have not yet been completed from a prior storm. Should questions occur, the Road District Supervisors will coordinate their snow removal operations with the Road Operations Supervisor.



When conditions require continuous plowing to keep roads open, 16-hour shifts are considered the maximum for any operator. To reduce stress and fatigue during these types of extended work shifts, a 30-minute dinner break may be implemented along with normal lunch and coffee breaks.

At the direction of the Road Operations Supervisor, Director of Road Operations/Fleet Services, or Public Works Director, deployment of personnel to districts other than their permanent work station may be necessary to provide assistance with snow removal operations where it is most needed (as determined by the County at its discretion), during extreme conditions, or when a shortage of personnel exists. Travel to and from an area other than the operator's normal reporting district is considered hours worked, and a County vehicle will be supplied. In some circumstances, a motel room and meals may be furnished.

### **Cinders**

The purpose for placing cinders on County-maintained roads is to provide a possible additional measure of safety during very icy and/or slippery conditions, as opposed to providing convenience for motorists. Motorists should not be encouraged to rely on cinders on all roads, especially when conditions warrant the use of tire chains and/or snow tires.

The following are some examples of situations or locations where cinders should be used, which are done at the County's discretion:

- Steep hills, curves, or intersections with hard-packed snow or ice when cars can negotiate other areas without chains.
- Roads that are bare for the most part but have patches of snow or ice that may not be expected by motorists.
- Isolated patches of snow or ice that could melt faster with the application of cinders.

Most of these situations would occur after snow storms have passed and snow removal has been completed. Normally, the application of cinders should not be necessary during storms when roads are covered with fresh snow and driving conditions are more uniform and obvious to motorists, and when the use of tire chains is expected.

### **Snow Stakes**

Snow stakes of various colors may be placed along road shoulders to provide visible guides for operators of snow removal equipment. Although they provide some delineation for motorists, the stakes are not intended to be used as traffic delineators.

Steel "U" channel posts are typically used for snow stakes. On certain residential streets, "L"-type guide posts and fiberglass whips may be used. The length of snow stakes may vary from 6 feet to 10 feet. Snow stakes are "generally" placed 2 to 4 feet from edge of pavement unless staff, at its discretion, determines that they should be a different distance. This includes locations along the road, road shoulder or directly behind curbs best determined by the Road staff. Snow poles are normally placed at intersections and at a distance of 100 feet to 250 feet apart. Snow poles may be painted yellow, safety orange or another color.

## **Reflective Tape**

*Snow poles (for Class I and Class II roads):* on the side of the pole facing traffic, a 3” x 3” strip of colored reflective tape (typically blue or white) is to be placed five feet above the pavement and at the top of the post. On the side facing away from traffic, one strip is to be placed at the top of the post.

*Fiberglass whips:* on each whip, a 6” strip of colored reflective tape (typically blue or white) is to be wrapped around the top of the whip.

## **Warning Signs**

The intention and purpose of warning signs is to advise motorists of unexpected conditions, when the County determines at its discretion to provide such warnings. In the winter these conditions would normally be ice and, on occasion, suspended snow removal operations.

To warn motorists of icy conditions, permanent signs reading “ROAD MAY BE ICY” may be placed on roads where slippery conditions may not be anticipated at all times. These signs should be placed (if at all) at each end of the road and at critical intermediate locations along the way. Signs should be placed 8 to 12 feet from edge of pavement. Portable temporary signs reading “ICY” may also be utilized, at the County’s discretion, where an isolated extreme icy condition exists that is not addressed by permanent signs.

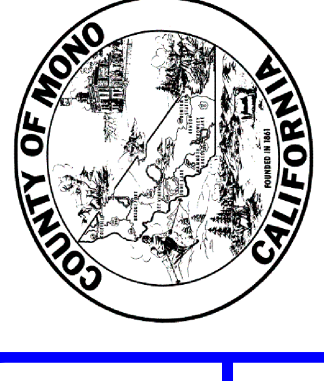
Permanent turn-able or temporary portable signs reading “SNOW REMOVAL SUSPENDED” may be used, at the County’s discretion, at locations where plowing activities have been ceased due to the posting of severe avalanche danger advisory by the Sheriff’s Department or the presence of other conditions where public and operator safety warrants the suspension of snow removal operations.

Permanent signs reading “SNOW NOT REMOVED BEYOND THIS POINT” may be used, at the County’s discretion, where only a portion of the road is plowed. These signs *should* be placed 8 to 12 feet from the edge of pavement, adjacent to the end of the plowed section of roadway.

Permanent turn-able or temporary portable signs reading “ROAD CLOSED” may be used, at the County’s discretion, when snow, avalanche, wind, or flooding conditions warrant the closure of a road or portion thereof, for the safety of the public or County employees.

## **Emergency Road Closures**

In emergency situations, the Director of Road Operations/Fleet Services, Public Works Director, and/or the Mono County Sheriff may find it necessary to close County-maintained roads. As soon as reasonably practicable following a determination by the Director of Road Operations/Fleet Services or Public Works Director that a road or roads warrant closure, notification of the road closure may be given to the Mono County Sheriff and to the California Highway Patrol.



# Snow Removal Priority Map

## Mono County Department of Public Works

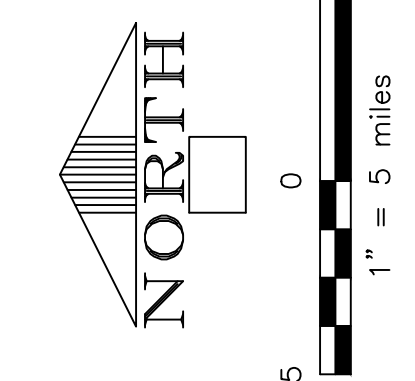
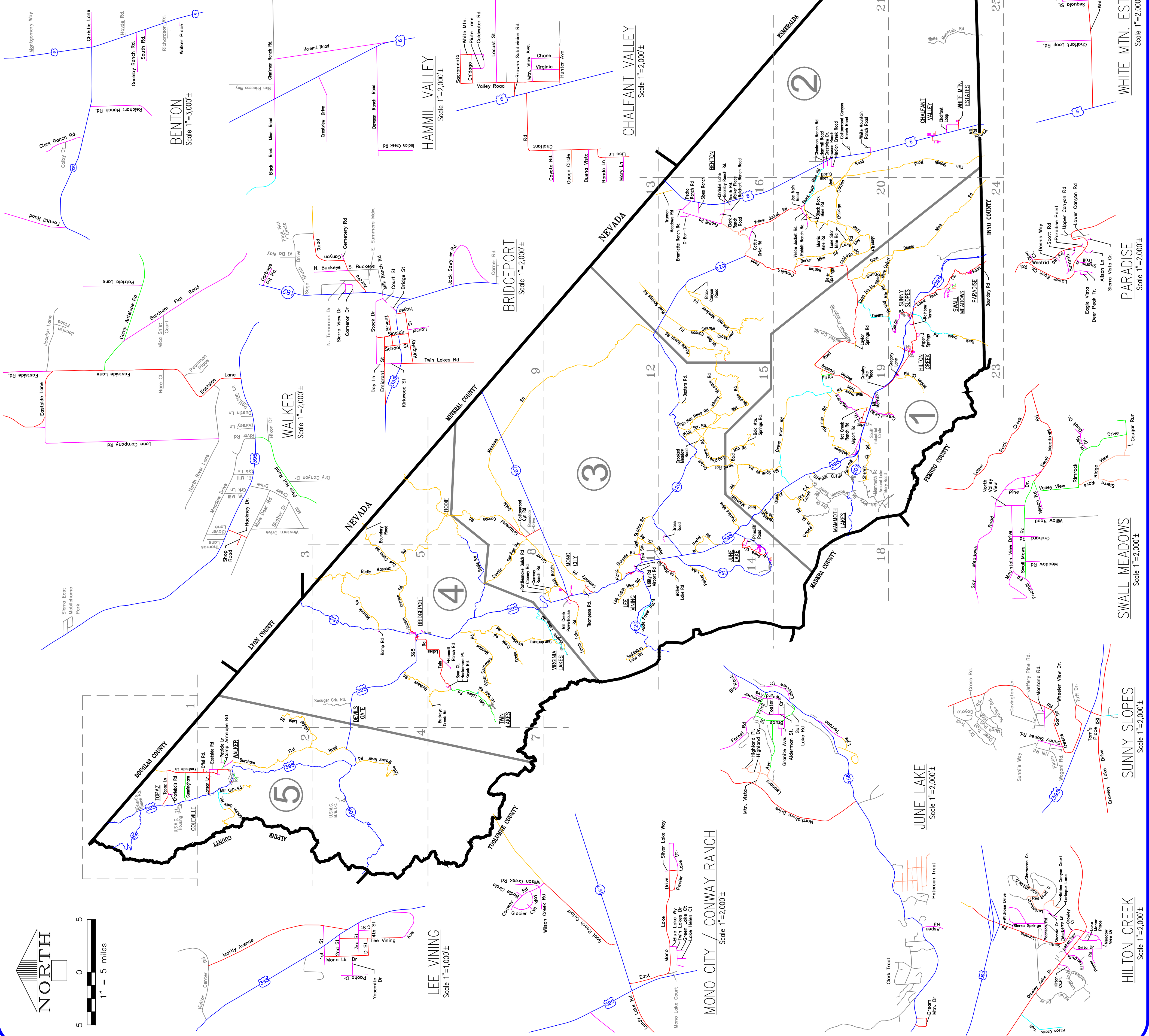
### EXHIBIT B

ROAD NO.	ROAD NAME	PAVE	DIRT	SNOW	CAT	REF. MAP	MILES	PAVE	DIRT	SNOW	CAT	REF. MAP	MILES	PAVE	DIRT	SNOW	CAT	REF.
3028	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3029	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3030	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3031	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3032	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3033	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3034	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3035	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3036	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3037	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3038	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3039	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18
3040	ADOBIE RANCH ROAD	V	V	V	V	18	4.39	V	V	V	V	18	4.39	V	V	V	V	18

101.81 miles total of T.O.B. snow removal

### Legend

- 103.64 miles CLASS I PRIORITY
  - 12.81 miles CLASS II PRIORITY
  - 71.34 miles CLASS III PRIORITY
  - 43.52 miles CLASS IV PRIORITY
  - 231.31 miles TOTAL COUNTY SNOW REMOVAL MILES
  - 463.88 miles HWY. 120 West snow removal by County
  - <7.00 miles County Zone of Benefit Roads
  - 684.42 miles TOTAL COUNTY-MAINTAINED ROAD MILES
- NON-COUNTY ROAD (Private)
  - ZONE OF BENEFIT ROAD
  - STATE HWY. (CALTRANS)
  - 292 miles ± 208 miles snow removal
  - COUNTY ROAD AREA NUMBER



HILTON CREEK Scale 1"=2,000'

SUNNYSLOPES Scale 1"=2,000'

SMALL MEADOWS Scale 1"=2,000'

PARADISE Scale 1"=2,000'

WHITE MTN. ESTATES Scale 1"=2,000'

PARADISE Scale 1"=2,000'

WHITE MTN. ESTATES Scale 1"=2,000'

PARADISE Scale 1"=2,000'

WHITE MTN. ESTATES Scale 1"=2,000'

PARADISE Scale 1"=2,000'

WHITE MTN. ESTATES Scale 1"=2,000'

PARADISE Scale 1"=2,000'

EXHIBIT C

Road Area 1 Snow Removal Road Priorities						
Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
<b>Crowley</b>						
2005	CROWLEY LAKE DRIVE	8.69		8.50	I	24
2006	OWENS GORGE ROAD	4.28		1.00	I	24-20
2011	SOUTH LANDING ROAD	1.12		1.08	I	24
2017	BENTON CROSSING ROAD	30.44		30.44	II	19-20-16
2014	McGEE CREEK ROAD	2.20	0.79	0.20	II	23
2076	PIT ROAD	1.04		1.04	II	19
2070	ASPEN SPRINGS RANCH	0.74		0.74	III	24
2303	ASPEN TERRACE	0.27		0.27	III	24
2018	CONVICT LAKE ROAD	2.73		2.50	III	19
2308	CROWLEY LAKE CIRCLE	0.04		0.04	III	24
2015	CROWLEY LAKE PLACE	0.59		0.59	III	24
2309	ELDERBERRY LANE	0.11		0.11	III	24
2013	GREGORY LANE	0.24		0.24	III	23
2313	LARKSPUR LANE	0.14		0.14	III	24
2310	PEARSON ROAD (west end)	0.18		0.18	III	24
2314	SHANNA CIRCLE	0.02		0.02	III	24
2312	SIERRA SPRINGS DRIVE	0.64		0.64	III	24
2120	SIERRA VISTA CIRCLE	0.04		0.04	III	24
2311	WILD ROSE DRIVE	0.05		0.05	III	24
3001	BIG SPRINGS ROAD	0.49	4.87	0.09	IV	19-15
2072	OWENS RIVER ROAD	3.80	12.32	11.00	IV	19
2003	ROCK CREEK ROAD	8.05		6.00	IV	24
3003	BALD MOUNTAIN ROAD		11.31		V	15
3004	BALD MOUNTAIN SPRINGS ROAD		1.60		V	15
2019	CONVICT CAMPGROUND	0.80			V	19
2084	DEADMAN CREEK ROAD		7.14		V	19
2083	DRY CREEK CUT-OFF		2.44		V	19
2085	GLASS CREEK ROAD		0.65		V	15
2071	HOT CREEK RANCH ROAD		1.14		V	19
2082	HUNTLEY MINE ROAD		0.50		V	19
2020	LAYTON SPRINGS ROAD		0.50		V	20
3002	OBSIDIAN DOME ROAD		1.56		V	15
2009	SPILLWAY ROAD		0.23		V	24
2077	SUMMERS ROAD		0.22		V	19
2074	WHITMORE TUBS ROAD		2.79		V	19
ZOB	PEARSON ROAD (east of Larkspur)	0.14		0.14	III	24
ZOB	RED BLUFF TRAIL	0.20		0.20	III	24

EXHIBIT C

Road Area 1 Snow Removal Road Priorities						
Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
ZOB	LARKSPUR DRIVE	0.15		0.15	III	24
ZOB	CIMMARON CIRCLE	0.06		0.06	III	24
ZOB	LAKERIDGE TRAIL	0.16		0.16	III	24
ZOB	HIDDEN CANYON COURT	0.11		0.11	III	24
ZOB	LAKE RIDGE TRAIL	0.16		0.16	III	24
<b>Hilton Creek</b>						
2070	ASPEN SPRINGS RANCH	0.74		0.74	III	24
2304	DELTA DRIVE	0.27		0.27	III	24
2306	HILTON CREEK DRIVE	0.23		0.23	III	24
2307	HILTON CREEK PLACE	0.10		0.10	III	24
2302	LAKE MANOR PLACE	0.17		0.17	III	24
2301	MEADOW VIEW DRIVE	0.24		0.24	III	24
2305	PLACER ROAD	0.04	0.20	0.14	III	24
2010	RAINBOW TARNs ROAD		0.51	0.51	III	24
2012	HILTON CREEK TRAIL		0.43		V	24
<b>Hot Creek</b>						
2091	HOT CREEK HATCHERY ROAD	1.80	3.17	0.80	I	19
2073	SCHOOL ROAD	0.12		0.12	I	19
2088	AIRPORT ROAD	1.34		1.34	II	19
2081	ANTELOPE SPRINGS ROAD	0.94	8.82	0.25	III	19
2080	CASA DIABLO CUT-OFF	0.04		0.04	III	19
2016	MT. MORRISON ROAD	0.69		1.00	III	19
2089	SHERWIN CREEK ROAD	0.28	2.04	0.03	III	19
2078	SUBSTATION ROAD	1.53		1.53	III	19
<b>Paradise</b>						
2001	LOWER ROCK CREEK ROAD	9.36		9.36	I	20
2101	WESTRIGE ROAD	0.44		0.44	I	24
2107	ALISON LANE	0.10		0.10	III	24
2109	DEER PEAK TRAIL	0.16		0.16	III	24
2105	DENNIS WAY	0.03		0.03	III	24
2110	EAGLE VISTA	0.09		0.09	III	24
2106	GLEN COURT	0.04		0.04	III	24
2002	PARADISE PIT ROAD		0.06	0.06	III	24
2103	SCOTT ROAD	0.07		0.07	III	24
2108	SHERWIN TRAIL	0.12		0.12	III	24
2102	PARADISE POINT	0.04		0.04	III	24
2104	SUMMIT ROAD	0.19		0.19	III	24

EXHIBIT C

Road Area 1 Snow Removal Road Priorities						
Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
<b>Sunny Slopes</b>						
2802	MONTANA ROAD	0.05		0.05	III	24
2008	SUNNY SLOPE ROAD	0.17		0.17	III	24
2801	WHEELER VIEW DRIVE	0.02		0.02	III	24
2021	CASA DIABLO MN CF		5.94		V	20
2023	CASA DIABLO MN ROAD		17.93		V	20-24
2006	OWENS GORGE ROAD		5.35		V	24
2086	OWENS RIVER RANCH ROAD		0.15		V	19
2022	ROUND MTN ROAD		4.75		V	20
2090	SAWMILL ROAD	0.23	0.98		V	19
2024	SHEEP CAMP ROAD		3.65		V	20
<b>Swall Meadows</b>						
2001	LOWER ROCK CREEK ROAD	9.36		9.36	I	20
2112	RIMROCK DRIVE	0.87		0.87	II	24
2201	SWALL MEADOWS ROAD			0.49	II	24
2111	VALLEY VIEW ROAD	0.33		0.33	II	24
2202	WILSON ROAD	0.18		0.18	II	24
2207	FOOTHILL ROAD	0.22		0.22	III	24
2206	MEADOW ROAD	0.10		0.10	III	24
2209	MOUNTAIN VIEW DRIVE	0.41	0.44	0.85	III	24
2208	N. VALLEY VIEW DRIVE	0.10	0.11	0.21	III	24
2205	ORCHARD ROAD	0.19		0.19	III	24
2210	PINE DRIVE	0.05	0.19	0.24	III	24
2115	PINION DRIVE	0.31		0.31	III	24
2116	QUAIL CIRCLE	0.10		0.10	III	24
2211	SKY MEADOWS ROAD	0.24	0.80	1.04	III	24
2204	WILLOW ROAD	0.14		0.14	III	24
ZOB	SIERRA WAVE (South of Ridgeview)	0.17		0.17	III	24
ZOB	SIERRA WAVE (North of Ridgeview)	0.23		0.23	III	24
ZOB	RIMROCK DRIVE (small south part)	0.10		0.10	II	24
ZOB	COUGAR RUN	0.17		0.17	III	24
ZOB	RIDGE VIEW	0.08		0.08	III	24

## EXHIBIT C

## Road Area 2 Snow Removal Road Priorities

Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
<b>Benton</b>						
2017	BENTON CROSSING ROAD	30.44		30.44	I	19-20-16
2065	BRAMLETTE RANCH ROAD		1.64	1.64	III	16
2058	CHRISTIE LANE	0.10	0.30	0.40	III	16
2060	CLARK RANCH ROAD		0.43	0.43	III	16
2048	DAWSON RANCH ROAD	0.77		0.77	III	21
2061	FOOTHILL ROAD		4.21	4.21	III	16
2062	G-BAR-T RANCH ROAD		0.92	0.92	III	16
2057	GOOLSBY RANCH ROAD	0.44		0.44	III	16
2049	INDIAN CREEK ROAD		0.24	0.24	III	16
2064	PEDRO RANCH ROAD		0.80	0.80	III	16
2059	REICHART RANCH ROAD	0.69		0.69	III	16
2063	SIPES RANCH ROAD		1.03	1.03	III	16
2056	SOUTH ROAD	0.32		0.32	III	16
2055	WALKER PLACE	0.09		0.09	III	16
2029	YELLOW JACKET ROAD	1.13	7.16	7.12	I	16
<b>Chalfant</b>						
2040	WHITE MOUNTAIN ESTS. ROAD	0.90		0.90	I	25
2402	VALLEY ROAD	0.70		0.70	I	25
2406	BROWN SUBDIVISION ROAD	0.10		0.10	I	25
2408	CHIDAGO WAY	0.20		0.20	I	25
2412	SACRAMENTO STREET	0.25		0.25	I	25
2413	CHALFANT ROAD	0.94		0.94	I	25
2416	LISA LANE	0.28		0.28	I	25
2041	SEQUOIA STREET	0.19		0.19	II	25
2042	PONDEROSA STREET	0.20		0.20	II	25
2043	TENAYA DRIVE	0.13		0.13	II	25
2039	CHALFANT LOOP ROAD		2.00	2.00	III	25
2045	WHITE MOUNTAIN RANCH ROAD		0.62	0.50	III	21
2401	HUNTER AVENUE	0.27		0.27	I	25
2403	VIRGINIA AVENUE	0.21		0.21	III	25
2404	CHASE AVENUE	0.20		0.20	III	25
2405	MOUNTAIN VIEW AVENUE	0.23		0.23	III	24
2407	LOCUST STREET	0.25	0.25	0.50	III	25
2409	PIUTE LANE	0.09		0.09	III	25

## EXHIBIT C

## Road Area 2 Snow Removal Road Priorities

Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
2410	COLD WATER ROAD	0.09		0.09	III	25
2411	WHITE MOUNTAIN DRIVE	0.17		0.17	III	25
2414	COYOTE ROAD	0.20		0.20	III	25
2415	BUENA VISTA DRIVE	0.23		0.23	III	25
2417	RONDA LANE	0.17		0.17	III	25
2418	MARY LANE	0.17		0.17	III	25
ZOB	OSAGE CIR	0.21		0.21	III	25
2046	FISH SLOUGH ROAD		17.34		V	25-21
<b>Hammil Valley</b>						
2053	BLACK ROCK MINE ROAD	7.88	0.31	0.30	III	20
2051	CINNAMON RANCH ROAD	0.28		0.28	III	21
2052	CRESTVIEW DRIVE	0.50		0.50	III	21
2050	HAMMIL ROAD	0.78		0.78	III	21
2053	BLACKROCK MINE RD.			7.12	IV	20
2028	CATTLE DRIVE ROAD		1.97	1.97	IV	20
2032	JOE MAIN ROAD		0.77	0.77	IV	20
2033	RABBIT RANCH ROAD		1.20	0.95	IV	20
3028	ADOBE RANCH ROAD		4.39	0.00	V	16
2027	BARKER MINE ROAD		4.20		V	20
3031	BLACK CANYON ROAD		1.85		V	16
2067	BLACK LAKE ROAD		0.10		V	16
2068	CANYON ROAD		2.86		V	26
2025	CHIDAGO CANYON ROAD		14.60		V	20-21
2035	CHIDAGO LOOP ROAD		5.58		V	20
2026	DEER SPRINGS ROAD		2.08		V	20
2047	HIEROGLYPH ROAD		0.10		V	25
2037	LONE STAR MINE ROAD		1.03		V	20
2036	LONE STAR ROAD		2.29		V	20
3029	McGEE CANYON ROAD		10.78		V	16
2034	MORRIS MINE ROAD		3.34		V	20
2044	PETROGLYPH ROAD		0.50		V	25
2030	PUMICE MILL ROAD		0.60		V	25
2038	PUMICE MILL ROAD		1.45		V	16
2031	PUMICE MINE ROAD		0.21		V	16
2069	RANCH ROAD		1.51		V	16
3030	RIVER SPRINGS ROAD		3.77		V	16
3033	SAWMILL CROSS-OVER ROAD		4.00		V	16



## EXHIBIT C

**Road Area 2 Snow Removal Road Priorities**

<b>Road Number</b>	<b>Road Name</b>	<b>Paved</b>	<b>Dirt</b>	<b>Snow</b>	<b>Class</b>	<b>Map Reference</b>
3032	SAWMILL MEADOWS ROAD		10.20		V	16
2066	TRUMAN MEADOWS ROAD		2.59		V	16
2054	VAN LOON CUT-OFF		2.65		V	20
3022	WET MEADOW ROAD		20.75		V	15

EXHIBIT C

**Road Area 3 Snow Removal Road Priorities**

Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
<b>Conway Summit</b>						
3052	GOAT RANCH CUT-OFF		10.96	2.00	I	9
3403	GLACIER CANYON WAY	0.25		0.25	III	11
3402	WILSON CREEK ROAD	0.38		0.38	III	11
3405	BODIE CIRCLE	0.06			V	11
3027	DOBIE MEADOWS ROAD		31.63		V	9-12-13
3404	LUNDY CIRCLE	0.07			V	11
<b>June Lake</b>						
3010	DREAM MOUNTAIN DRIVE	0.30		0.30	I	14
3120	NORTHSHORE	3.55		3.55	I	14-15
3108	BRUCE STREET	0.22		0.22	II	14
3112	GULL LAKE ROAD	0.14		0.14	II	15
3103	KNOLL AVENUE	0.18		0.18	II	14
3109	LEONARD AVENUE	0.21		0.21	II	14
3116	ALDERMAN STREET	0.20		0.20	III	15
3009	ASPEN ROAD	0.22		0.22	III	14
3106	BRENNER STREET	0.10		0.10	III	15
3104	CRAWFORD AVENUE	0.29		0.29	III	15
3107	FOREST ROAD	0.40		0.40	III	14
3105	FOSTER AVENUE	0.12		0.12	III	15
3111	GRANITE AVENUE	0.21		0.21	III	15
3110	HOWARD AVENUE	0.07		0.07	III	15
3102	LAKEVIEW DRIVE	0.29		0.29	III	15
3113	LYLE TERRACE	0.39		0.19	III	15
3008	PINE CLIFF ROAD	0.98		0.50	III	15
3014	CITY CAMP ROAD	0.19			V	14
3036	ELLERY LAKE CAMPGROUND ROAD	0.25			V	11
3114	GULL LAKE CAMPGROUND ROAD	0.31			V	15
3012	PARKER LAKE ROAD		2.67		V	14
ZOB	PETERSON TRACT (June Lake downcanyon)	1.40		1.40	III	14
ZOB	MOUNTAIN VISTA DRIVE	0.16		0.16	II	14
ZOB	LEONARD AVENUE - western part	0.28		0.28	II	14
ZOB	LEONARD AVENUE - By Cino Lodge	0.06		0.06	II	14
ZOB	HIGHLAND DRIVE	0.24		0.24	II	14
ZOB	HIGHLAND PLACE	0.07		0.07	III	14
<b>Lee Vining</b>						
3205	FOURTH STREET	0.06		0.06	I	11
3204	LEE VINING AVENUE	0.44		0.30	I	11
3015	OIL PLANT ROAD	0.73	0.29	0.73	I	11
3018	DROSS ROAD	0.41		0.41	II	15
3202	AIRPORT ROAD	0.65		0.65	III	11
3101	BIG ROCK ROAD	0.12		0.12	III	15

EXHIBIT C

**Road Area 3 Snow Removal Road Priorities**

Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
3206	C STREET	0.04		0.04	III	11
3053	COTTONWOOD CANYON ROAD		10.96		III	9
3207	D STREET	0.06		0.06	III	11
3214	FIRST STREET	0.09		0.09	III	11
3204	LEE VINING AVENUE			0.14	III	11
3044	LUNDY LAKE ROAD	5.21	1.51	1.25	I	11
3215	MATTLY AVENUE	0.54		0.54	I	11
3048	MILL CREEK POWER HOUSE ROAD		0.78	0.78	III	11
3208	MONO LAKE AVENUE	0.16		0.16	I	11
3211	PAOHA DRIVE	0.12		0.12	III	11
3201	PUMICE ROAD	0.15		0.15	III	11
3212	SECOND STREET	0.07		0.07	III	11
3016	TEST STATION ROAD	1.21	4.43	1.21	III	11-12
3209	THIRD STREET	0.10		0.10	III	11
3210	YOSEMITE DRIVE	0.06		0.06	III	11
3401	CONWAY ROAD	0.34		0.04	III	11
3035	POOLE POWER PLANT ROAD	1.92	1.40	3.32	IV	11
3203	UTILITY ROAD	0.93		0.93	IV	11
3026	BAXTERS ROAD		0.68		V	15
3049	CONWAY RANCH ROAD		3.15		V	11
3051	COONEY ROAD		2.42		V	11
3054	COYOTE SPRINGS ROAD		6.57		V	8
3024	CROOKED MEADOWS ROAD		0.43		V	15
3038	JCT. CAMPGROUND ROAD		0.19		V	11
3023	JOHNNY MEADOWS ROAD		1.98		V	15
3034	LOG CABIN MINE ROAD		4.85		V	11
3021	LOGGING CAMP ROAD		5.45		V	11
3045	LUNDY CUT-OFF		0.40		V	11
3046	LUNDY DAM ROAD		0.24		V	11
3047	MILLER SPUR ROAD		0.06		V	11
3039	PICNIC GROUNDS ROAD		4.11		V	11
3040	PICNIC SHORT-CUT ROAD		0.11		V	11
3020	PILOT SPRINGS ROAD		4.08		V	15
3005	PUMICE MINE ROAD	0.41	2.94		V	15
3050	RATTLESNAKE GULCH ROAD		0.61		V	11
3030	RIVER SPRINGS ROAD		3.77		V	16
3017	RUSH CREEK ROAD		3.08		V	12
3025	SAGE HEN MEADOWS ROAD		8.82		V	15
3019	SAND FLAT CUT-OFF		4.56		V	15
3043	THOMPSON ROAD		1.13		V	11
3006	WEST PORTAL ROAD		3.50		V	14-15
3037	SADDLEBAG LAKE ROAD		2.59		V	11
3022	WET MEADOW ROAD		20.75		V	15

**Mono City**

## EXHIBIT C

**Road Area 3 Snow Removal Road Priorities**

Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
3301	EAST MONO LAKE DRIVE	1.23		1.23	I	11
3302	BLUE LAKE WAY	0.04		0.04	III	11
3042	CEMETERY ROAD	1.40	4.52	1.40	I	11
3304	GREEN LAKES COURT	0.03		0.03	III	11
3305	LAKE HELEN COURT	0.04		0.04	III	11
3306	PEELER LAKE DRIVE	0.38		0.38	III	11
3307	SILVER LAKE WAY	0.09		0.09	III	11
3303	TWIN LAKES DRIVE	0.16		0.16	III	11
3041	McPHERSON SUBDIVISION ROAD		0.38	0.38	IV	11

## EXHIBIT C

## Road Area 4 Snow Removal Road Priorities

Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
<b>Bridgeport</b>						
4104	KINGSLEY STREET	0.37		0.37	I	5
4107	SCHOOL STREET	0.16		0.16	I	5
4103	HAYS STREET	0.06		0.06	II	5
4102	BRIDGE STREET	0.05		0.05	III	5
4113	BRYANT STREET	0.20		0.20	I	5
4021	BUCKEYE ROAD	0.40	7.00	0.50	III	8
4112	COURT STREET	0.04		0.04	III	5
4110	DAY LANE	0.05		0.05	III	5
4109	EMIGRANT STREET	0.49		0.49	I	5
4101	JACK SAWYER ROAD	0.19		0.19	III	5
4108	KIRKWOOD STREET	0.10		0.10	III	5
4105	LAUREL AVENUE	0.10		0.10	III	5
4106	SINCLAIR STREET	0.23		0.23	I	5
4111	STOCK DRIVE	0.50		0.50	III	5
4009	BODIE CEMETERY ROAD		0.28		V	5
4008	BODIE MASONIC ROAD		15.46		V	5-9
4007	BODIE ROAD		10.44		V	8-9
4011	BOUNDARY ROAD		1.48		V	6
4010	COW CAMP ROAD		5.12		V	5
4002	DUNDERBURG MEADOWS ROAD		8.32		V	8-11
4004	GREEN CREEK ROAD		9.36		V	8
4003	LITTLE VIRGINIA LAKES ROAD		0.20		V	11
4020	MASONIC ROAD		11.84		V	5
4005	UPPER SUMMERS MEADOWS ROAD		6.70		V	8
4001	VIRGINIA LAKES ROAD	5.90	0.36		IV	11-8
<b>Twin Lakes</b>						
4012	TWIN LAKES ROAD	13.46		7.28	I	8-5
4014	HACKAMORE PLACE	0.52		0.52	III	8
4013	HUNEWILL RANCH ROAD	1.04	0.10	1.14	III	8
4016	KAYAK ROAD	0.09		0.09	III	8
4015	SPUR COURT	0.07		0.07	III	5
4012	TWIN LAKES ROAD			6.18	III	8-5
4017	SOUTH TWIN ROAD		2.22	0.22	IV	8
4022	BUCKEYE CREEK ROAD		0.60		V	5
<b>Sierra View</b>						
3003	AURORA CANYON ROAD	0.65	7.21	0.65	I	5
4116	CAMERON DRIVE	0.10		0.10	III	5
4115	CEMETERY ROAD	0.04		0.04	III	5
4018	GARBAGE PIT ROAD	0.05		0.05	III	5
4118	N. BUCKEYE DRIVE	0.25		0.25	III	5
4019	RAMP ROAD	0.20		0.20	III	5
4117	SIERRA VIEW DRIVE	0.10		0.10	III	5

EXHIBIT C

Road Area 5 Snow Removal Road Priorities						
Road Number	Road Name	Paved	Dirt	Snow	Class	Map Reference
<b>Walker / Coleville / Topaz</b>						
5007	EASTSIDE LANE	6.76	1.26	6.76	I	1-2
5013	LARSON LANE	2.10		2.10	I	2
5015	TOPAZ LANE	3.51		3.51	I	1
5008	CAMP ANTELOPE ROAD	0.91		0.91	II	3
5014	CUNNINGHAM LANE	2.83		2.83	II	1
5003	HACKNEY DRIVE	0.09		0.09	I	2
5002	PINE NUT ROAD	0.69		0.69	II	2
5004	SHOP ROAD	0.07		0.07	I	2
5001	BURCHAM FLAT ROAD		14.78	1.00	III	3-4
5016	CHARLEBOIS ROAD		0.19	0.19	III	1
5011	EASTSIDE ROAD		1.07	1.07	III	2
5010	LONE COMPANY ROAD	0.08	0.35	0.43	III	5
5012	OFFAL ROAD	0.31		0.31	III	2
5009	PATRICIA LANE	0.43		0.43	III	2
5005	MILL CANYON ROAD	0.04	8.25	1.00	IV	2
5006	GOLDEN GATE ROAD		6.25		V	2
5018	LITTLE WALKER ROAD		3.80		V	4
5017	LOBDELL LAKE ROAD		7.00		V	2



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## REGULAR AGENDA REQUEST

Print

**MEETING DATE**      October 14, 2014

**Departments: Community Development**

**TIME REQUIRED**      25 minutes (15 minute presentation;  
10 minute discussion)

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

Brent Calloway, Mark Drew

**SUBJECT**              Inyo-Mono IRWMP Phase II Plan  
Administrative Update

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### AGENDA DESCRIPTION:

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

Presentation by Brent Calloway and Mark Drew regarding Inyo-Mono IRWMP Phase II Plan Administrative Update.

---

### RECOMMENDED ACTION:

1. Receive update/overview on Integrated Regional Water Management Plan (IRWMP) activities and summary of administrative update of Inyo-Mono Phase II Plan; and 2. Authorize staff to support approval of Phase II Plan update at October 22 meeting of Inyo-Mono IRWMP and provide any other desired direction to staff.

---

### FISCAL IMPACT:

No impact, although no action by Mono County on the plan update may result in delayed grant eligibility and fund distributions.

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**CONTACT NAME:** Brent Calloway

**PHONE/EMAIL:** 760-924-1809 / bcalloway@mono.ca.gov

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SUBMIT THE ORIGINAL DOCUMENT WITH  
ATTACHMENTS TO THE OFFICE OF  
THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY**  
**32 DAYS PRECEDING THE BOARD MEETING**

### SEND COPIES TO:

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### MINUTE ORDER REQUESTED:

YES  NO

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### ATTACHMENTS:

Click to download

[staff report](#)

[Attachment](#)

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**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
10/8/2014 9:46 AM	County Administrative Office	Yes
10/9/2014 8:52 AM	County Counsel	Yes
10/8/2014 1:21 PM	Finance	Yes



# Mono County Community Development Department

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

Planning Division

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

**Date:** October 14, 2014

**To:** Honorable Chair and Members of the Mono County Board of Supervisors

**From:** Brent Calloway, Associate Analyst  
Mark Drew, Program Director Inyo-Mono IRWMP

**RE:** Inyo-Mono IRWMP Phase II Plan Administrative Update

## **RECOMMENDATIONS**

1. Receive update/overview on Integrated Regional Water Management Plan (IRWMP) activities and summary of administrative update of Inyo-Mono Phase II Plan; and
2. Authorize staff to support approval of Phase II Plan update at October 22 meeting of Inyo-Mono IRWMP and provide any other desired direction to staff.

## **FISCAL IMPACT**

No impact, although no action by Mono County on the plan update may result in delayed grant eligibility and fund distributions.

## **PROGRAM OVERVIEW**

An overview of the current status and activities of the Inyo-Mono IRWMP provided by Program Director, and California Trout Regional Manager, Dr. Mark Drew.

### **Administrative Update to Phase II Plan**

Consistent with direction provided at the December 14, 2010, meeting of the Mono County Board of Supervisors, the Inyo-Mono Integrated Regional Water Management Phase I Plan was reviewed, approved and adopted by consensus at the December 15 meeting of the IRWMP.

In 2012, the California Department of Water Resources (DWR) required compliance with IRWMP plan guidelines to ensure continued grant funding. As a result, minor administrative revisions to the plan were required and reviewed at the April 10, 2012, Mono County Board of Supervisors meeting.

A comprehensive Phase II update of the plan was reviewed on November 6, 2012, and adopted at the November 14, 2012, IRWMP meeting.

The Department of Water Resources plan guidelines have since been revised by amendment and thus again require a minor administrative update to the Phase II Plan to ensure continued grant eligibility and scheduled fund disbursements.

Summaries of the changes to each chapter are attached and the complete updated chapters are available online at <http://inyo-monowater.org/inyo-mono-irwm-plan-2/2014-plan-update/>. The updates require a consensus approval by IRWMP members and are scheduled for discussion and potential approval at the October 22 meeting of the Inyo-Mono IRWMP.

None of the changes impact fiscal or Mono County staff obligations.

Current grant funds will be used to complete additional revisions to the Plan based on identified needs and priorities of the Inyo-Mono Regional Water Management Group. Final revisions will be completed, subject to the approval of all signatories to the Memorandum of Understanding, by June 2015.

# Changes to Chapter 1: Development Process for the Inyo-Mono IRWM Program

---

This chapter largely remains the same as the previous version.

- All changes are small and are updates reflecting our work on the IRWM Program in the last two years. Examples of such updates include changing what were future dates in the last iteration based on actual work done (such as for the DAC grant or the process of updating the Plan).
- All of the more general information about IRWM, DWR, etc. remains the same.
- The list of stakeholders on p. 8 was updated based on participation in the last two years.
- Outdated or inapplicable information was deleted (a few sentences at most)
- A description of the new funding allocation agreement among the six Lahontan funding region IRWM groups was included (p. 20)
- Once this iteration of the Plan is finalized, we will include some kind of chart or table at the end of Chapter 1 directing the DWR reviewer to the specific location(s) of Plan Standards in the document.

# Changes to Chapter 2: Regional Description

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## *Old Chapter*

The old version of this chapter described the region's boundaries, geography, climate, hydrology, water quality, and other characteristics.

## *New Chapter*

The new chapter cleaned up some miscellaneous language and made the following changes with respect to the new plan standards:

- Included a 20 year planning horizon
- Added material on social and cultural makeup
- Further described and justified the boundaries
- Added material on neighboring IRWM regions
-

# Changes to Chapter 4: Data Management

---

Chapter 4 has undergone significant refinements in an effort to meet the new data management plan standard. Below are bulleted lists that summarize the content of both old and new chapters.

## *Old Chapter*

- New Organization of topics
- Data collection efforts (USGS, DWP, DWR, Counties, SWRCB, USFS,) Data available for the region by organization with summary of history of collection efforts over the years
- Technical & Analytical tools included (Online project upload form, online plan review process, web maps, static map library)
- Current Data Collection efforts (Programmatic) we reported as not yet commenced
- State Databases were mentioned and endorsed with no commitment of data compatibility or input, we said we would try but noted the technical difficulties of submitting data to these programs.
- Water Data Portal concept was discussed as a surrogate concept for Data Management System, because plan standard was not yet available. We said we would wait for the need to arise within the RWMG for a data portal/system. Now DMS is required and thus a system is being established and is described as such within new chapter.
- Technical analysis included various technical and analytical tools chapter

## *New Chapter*

- Defines DMS as it relates to the Program and information sharing
- Data Needs identified as; Census issues in rural areas, DWP lack of consistent participation, military lands)
- Stakeholder Contributions to Data: Counties, DWP, Mono LC, MCWD/TOML, USGS, USFS, DWR, SWRCB. Many of these sections were copied verbatim from the old chapter.
- Program Data has grown considerably and is articulated as such. Topics include; Census level data, survey data, project data, small water systems data and Project/Plan performance & monitoring data.
- Data acquisition methods are outlined in own specific section
- Data Mgmt. responsibility
- QA/QC Measures (addressed in Data Mgmt. Plan, to accompany Plan in the Appendix)
- Data compatibility with other Systems (State Databases): We comply with submitting project data to these systems when required in various grant agreements. Otherwise we remain non-committal citing limited resources including lack of technical expertise. I go on to explain how State Databases can be easily used within the new DMS.
- Technical Analysis will be incorporated in a separate chapter or as relevant within each chapter.

# Changes to Chapter 7: Objectives and Resource Management Strategies

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Changes from previous iteration of Phase II chapter:

- The big change is that the objectives and RMS are updated based on the conversations at RWMG over the past 18 months and the approved revised objectives & RMS document.
- Two goal statements were added
- The process of developing the mission, vision, goals, objectives & RMS was updated on pages 1-2 to reflect these more recent discussions & approved changes
- The structure of the chapter was altered so that objectives & RMS are only presented once (vs. in paragraph form and then in tabular form in the last version)
- The new DWR-IRWM program preferences from the 2012 Plan Guidelines are updated on p. 13

# Changes to Chapter 11: Water and Land Use Documents Integration

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This chapter has been greatly improved thanks to the help of Heather Crall.

## *Old Chapter*

The old version of this chapter essentially described the purpose and methodology behind the development of the digital library and then went on to list the documents listed.

## *New Chapter*

The new chapter summarizes the previous 10 pages of the old chapter in a much more general yet concise manner. The new chapter includes the following new topics:

- Current Relation & Dynamics of Land Use and Water Planning Documents
- Land Use & Water Integrated Planning
- Coordination of current Planning Activities (WATER): groundwater, watershed, urban, agriculture, County General Plans, Salt and Salinity Management, Water System Mapping and capacity building
- Coordination of current Planning Activities (LAND USE): USFS efforts and the need for improvement
- Challenges to Water and Land use planning integration: rural geography, socio-economic, low prioritization from some stakeholders.
- Future Plans and Ideas for Integrated Planning Solutions: improved fund raising to facilitate coordinated planning efforts, continue capacity building efforts, continue leadership as a key resource for water-related information, legislation, research



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## REGULAR AGENDA REQUEST

Print

**MEETING DATE**      October 14, 2014

**TIME REQUIRED**

**SUBJECT**              Closed Session--Human Resources

**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): Marshall Rudolph, John Vallejo, Leslie Chapman, and Jim Leddy. 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), and Mono County Sheriff Department's Management Association (SO Mgmt).  
Unrepresented employees: All.

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### RECOMMENDED ACTION:

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### FISCAL IMPACT:

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### CONTACT NAME:

PHONE/EMAIL: /

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9/22/2014 9:03 AM	County Administrative Office	Yes
10/6/2014 3:48 PM	County Counsel	Yes
9/24/2014 4:29 PM	Finance	Yes



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## REGULAR AGENDA REQUEST

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**MEETING DATE**      October 14, 2014

**TIME REQUIRED**

**SUBJECT**

Closed Session - Conference With  
Legal Counsel

**PERSONS  
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BEFORE THE  
BOARD**

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### AGENDA DESCRIPTION:

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

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION. Paragraph (1) of subdivision (d) of Government Code section 54956.9. Name of case: Mono County v. Standard Industrial Minerals.

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### RECOMMENDED ACTION:

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10/8/2014 6:07 PM	County Counsel	Yes
10/8/2014 1:18 PM	Finance	Yes



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## REGULAR AGENDA REQUEST

Print

**MEETING DATE**      October 14, 2014

**TIME REQUIRED**

**SUBJECT**

Closed Session - 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 Counsel.

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### RECOMMENDED ACTION:

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### FISCAL IMPACT:

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10/8/2014 2:35 PM	County Administrative Office	Yes
10/8/2014 6:07 PM	County Counsel	Yes
10/8/2014 1:22 PM	Finance	Yes



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**REGULAR AGENDA REQUEST**

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**MEETING DATE**      October 14, 2014

**TIME REQUIRED**

**SUBJECT**              Closed Session - Conference with  
Legal Counsel

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

**AGENDA DESCRIPTION:**

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

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION. Paragraph (1) of subdivision (d) of Government Code section 54956.9. Name of case: Richard Luman v. County of Mono et al.

**RECOMMENDED ACTION:**

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10/8/2014 6:07 PM	County Counsel	Yes
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**REGULAR AGENDA REQUEST**

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**MEETING DATE**      October 14, 2014

**TIME REQUIRED**

**SUBJECT**              Conference with Real Property  
Negotiators

**PERSONS  
APPEARING  
BEFORE THE  
BOARD**

**AGENDA DESCRIPTION:**

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

CONFERENCE WITH REAL PROPERTY NEGOTIATORS. Government Code section 54956.8. Property: Pumice Valley Landfill. Agency negotiators: Tony Dublino, Stacey Simon, and Jim Leddy. Negotiating parties: LADWP and Mono County. Under negotiation: price and terms of payment.

**RECOMMENDED ACTION:**

**FISCAL IMPACT:**

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10/9/2014 9:54 AM	County Administrative Office	Yes
10/9/2014 9:16 AM	County Counsel	Yes
10/9/2014 9:32 AM	Finance	Yes



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**MEETING DATE**      October 14, 2014

**TIME REQUIRED**

**SUBJECT**              Closed Session - Conference with  
Legal Counsel

**PERSONS  
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BEFORE THE  
BOARD**

**AGENDA DESCRIPTION:**

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

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION. Paragraph (1) of subdivision (d) of Government Code section 54956.9. Name of case: Ammirato v. Mono County et al.

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