

**December 19, 2017**

**Regular Meeting**

**Item # 7a**

**Finance**

**Quarterly update on RLF**

**Program - Housing**



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**RESOLUTION NO. R17-86**

**A RESOLUTION OF THE MONO COUNTY  
BOARD OF SUPERVISORS SUPERSEDING AND REPLACING  
BOARD RESOLUTION 15-81, WHICH CREATED  
A REVOLVING LOAN FUND FOR THE PURCHASE  
OF DEED-RESTRICTED HOUSING  
WITHIN THE TOWN OF MAMMOTH LAKES,  
TO REMOVE THE REQUIREMENT THAT  
FUNDS ONLY BE MADE AVAILABLE WHERE THERE ARE  
INSUFFICIENT FUNDS WITHIN THE TOWN OF  
MAMMOTH LAKES' REVOLVING LOAN FUND**

**WHEREAS**, Mammoth Lakes Housing, Inc. (hereinafter "MLH"), a non-profit public benefit corporation, administers an affordable housing program including the implementation and monitoring of deed-restricted below-market-rate units; and

**WHEREAS**, the Housing Element of the Mono County General Plan (hereinafter "Housing Element") documents the need to provide affordable housing throughout the Mono County region, including within the Town of Mammoth Lakes (hereinafter "TOML"); and

**WHEREAS**, the Housing Element contains policies promoting and facilitating the provision of affordable housing to meet the needs of all economic segments and special housing groups, including the provision of deed-restricted below-market rate units serving low and moderate income and workforce households; and

**WHEREAS**, in addition, Housing Element policies encourage collaboration with the TOML and non-profit affordable housing providers, such as MLH, to develop a range of housing programs that address the needs of income-qualified residents throughout the region; and

**WHEREAS**, past housing needs assessments conducted by the County have documented the regional needs and shared responsibilities for affordable housing between the TOML and the County, recognizing that development within the unincorporated areas of the County creates a need for affordable housing within the TOML; and

**WHEREAS**, historically, funding for these activities has come from the TOML's Revolving Loan Fund (hereinafter "RLF"), comprised of TOML Housing In-Lieu Fees; however that fund is currently at capacity and several options will expire before it is replenished; and

**WHEREAS**, in order to maintain the optioned Units as affordable housing, in 2015 the County, by Resolution R15-81, authorized the creation a County Revolving Loan Fund comprised of the balance of the County's Housing Mitigation Fund, plus additional County moneys, up to a total of \$300,000, to be used for purposes consistent with the County's affordable housing goals (hereinafter the "Mono County Revolving Loan Fund" or "Mono RLF");

1           **WHEREAS**, the County now wishes to modify the Mono RLF established by R15-81 to eliminate the  
2 condition that Mono RLF funds be used only when there are insufficient funds in the TOML RLF without  
3 otherwise affecting the other terms, conditions and requirements applicable to the Mono RLF;

4           **NOW, THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF MONO**  
5 **RESOLVES** as follows:

6           **SECTION ONE: Findings**. The Board of Supervisors finds that:

- 7           (1) the acquisition of deed-restricted below-market-rate housing for sale to low income, moderate-  
8 income, and workforce households within the TOML is consistent with and furthers the policies set  
9 forth in the County's General Plan and Housing Element;
- 10           (2) development within the unincorporated areas of Mono County creates a need for workforce and  
11 affordable housing units countywide, including within the TOML; and
- 12           (3) the creation of a source of funds to provide low and moderate income and workforce housing  
13 furthers the County's express General Plan and Housing Element goals as well as the public  
14 purposes of preserving and providing affordable housing stock in the region and mitigating the  
15 impacts of market-rate development within the unincorporated areas.

16           **SECTION TWO: Revolving Loan Fund**. There shall continue to be in the County Treasury the Mono  
17 County Revolving Loan Fund, which shall consist of the entire balance of the County's Housing  
18 Mitigation Fund plus such additional County-only funds from within the County Treasury as may be  
19 necessary to meet the purposes set forth herein, up to a total amount of \$300,000.

20           **SECTION THREE: Use of Fund Moneys**. Short-term loans (up to one year) from the Mono RLF may  
21 be made to MLH for the acquisition of existing deed/resale restricted housing units within the TOML  
22 for the purpose of preserving housing for low-income, moderate-income and workforce households  
23 (hereinafter "Units"). Units purchased shall be marketed for sale as below market rate.

24           **SECTION FOUR: Interest, Security, and Repayment**. Interest shall be charged to MLH on Mono RLF  
25 loans made for the purposes set forth herein in the amount of the County Treasury's return on  
26 investment from the fiscal-year quarter immediately preceding the date the loan is made. Security shall  
27 be given in the form of a first priority deed of trust on the acquired Unit. Loans shall be repaid in full to  
28 the Mono RLF upon the sale of the Unit, or within one year, whichever is sooner.

**SECTION FIVE: Loan Agreements**. The County Administrative Officer, in consultation with County  
Counsel, is authorized to negotiate, and execute on behalf of the County, loan agreements with MLH  
consistent with this Resolution, in amounts not to exceed \$300,000 or the available uncommitted Mono  
RLF fund balance, whichever is less, for the purpose of acquiring and reselling at below market rates  
existing Units within the TOML.

**SECTION SIX: Reporting**. Quarterly reports on Mono RLF loan activities shall be presented to the  
County Board of Supervisors by MLH staff. Reports shall include all financial activity since the  
previous reporting period as well as descriptions of Units preserved and Units returned to the deed-  
restricted market as a result of a Mono RLF loan. If no Mono RLF loan has been made or is  
outstanding, then no reporting shall be required.

**SECTION SEVEN: Termination of Mono RLF**. The County reserves the right at any time and in its  
sole discretion, to cancel, close, and/or terminate the Mono RLF by providing notice to MLH that no

1 further loans will be made. Upon receipt of such notice and by the date stated in the loan agreement,  
2 MLH shall repay to the Mono RLF any amounts then outstanding.

3 **SECTION EIGHT: Resolution R15-81 Superseded.** This Resolution supersedes, and replaces in its  
4 entirety, that Resolution R15-81 of the Mono County Board of Supervisors adopted the 17<sup>th</sup> day of  
5 November, 2015, which shall be of no further force and effect.

6 **PASSED, APPROVED AND ADOPTED** this 5<sup>th</sup> day of December, 2017, by the following vote:

7 AYES : Supervisors Corless, Gardner, Peters, and Stump.  
8 NOES : None.  
9 ABSTAIN : None.  
10 ABSENT : Supervisor Johnston.

11 ATTEST:

12   
13 Clerk of the Board

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15 Stacy Corless, Chair  
16 Board of Supervisors

17 APPROVED AS TO FORM:

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19 COUNTY COUNSEL  
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R15- 81

**A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS  
AUTHORIZING THE CREATION OF A REVOLVING LOAN FUND  
FOR THE PURCHASE OF DEED-RESTRICTED HOUSING WITHIN THE TOWN OF  
MAMMOTH LAKES AND AUTHORIZING THE COUNTY ADMINISTRATIVE OFFICER,  
IN CONSULTATION WITH COUNTY COUNSEL, TO NEGOTIATE AND EXECUTE LOAN  
AGREEMENTS CONSISTENT WITH THE REQUIREMENTS SET FORTH HEREIN**

**WHEREAS**, Mammoth Lakes Housing, Inc. (hereinafter "MLH"), a non-profit public benefit corporation, administers an affordable housing program including the implementation and monitoring of deed-restricted below-market-rate units; and

**WHEREAS**, the Housing Element of the Mono County General Plan (hereinafter "Housing Element") documents the need to provide affordable housing throughout the Mono County region, including within the Town of Mammoth Lakes (hereinafter "TOML"); and

**WHEREAS**, the Housing Element contains policies promoting and facilitating the provision of affordable housing to meet the needs of all economic segments and special housing groups, including the provision of deed-restricted below-market rate units serving low and moderate income and workforce households; and

**WHEREAS**, in addition, Housing Element policies encourage collaboration with the TOML and non-profit affordable housing providers, such as MLH, to develop a range of housing programs that address the needs of income-qualified residents throughout the region; and

**WHEREAS**, past housing needs assessments conducted by the County have documented the regional needs and shared responsibilities for affordable housing between the TOML and the County, recognizing that development within the unincorporated areas of the County creates a need for affordable housing within the TOML; and

**WHEREAS**, consistent with inclusionary housing policies adopted by the TOML, MLH has a right (i.e., an option) to purchase certain existing deed-restricted below-market rate units within the TOML (hereinafter "Units") when they are placed on the market for sale, for the purpose of reselling the Units to qualified buyers, thereby preserving affordable housing stock within the TOML; and

**WHEREAS**, historically, funding for these activities has come from the TOML's Revolving Loan Fund (hereinafter "RLF"), comprised of TOML Housing In-Lieu Fees; however that fund is currently at capacity and several options will expire before it is replenished; and

**WHEREAS**, in order to maintain the optioned Units as affordable housing, and to provide funding when the TOML's Revolving Loan Fund is at capacity, the County wishes to authorize a County Revolving Loan Fund comprised of the balance of the County's Housing Mitigation Fund, plus additional County moneys, up to a total of \$300,000, to be used for purposes consistent with the County's affordable housing goals (hereinafter the "Mono County Revolving Loan Fund" or "Mono RLF");

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

**SECTION ONE: Findings.** The Board of Supervisors finds that: (1) the acquisition of deed-restricted below-market-rate housing for sale to low income, moderate-income, and workforce households within the TOML is consistent with and furthers the policies set forth in the County's

1 General Plan and Housing Element; (2) development within the unincorporated areas of Mono County  
2 creates a need for workforce and affordable housing units countywide, including within the TOML;  
3 and (3) the creation of a source of funds to provide low and moderate income and workforce housing  
4 furthers the County's express General Plan and Housing Element goals as well as the public purposes  
5 of preserving and providing affordable housing stock in the region and mitigating the impacts of  
6 market-rate development within the unincorporated areas.

7 **SECTION TWO: Creation of Fund.** There is hereby created in the County Treasury the Mono  
8 County Revolving Loan Fund, which shall consist of the entire balance of the County's Housing  
9 Mitigation Fund plus such additional County-only funds from within the County Treasury as may be  
10 necessary to meet the purposes set forth herein, up to a total amount of \$300,000.

11 **SECTION THREE: Use of Fund Moneys.** Short-term loans (up to one year) from the Mono  
12 RLF shall be used by MLH for the acquisition of existing deed/resale restricted housing units within  
13 the TOML for the purpose of preserving housing for low-income, moderate-income and workforce  
14 households. Units purchased shall be marketed for sale as below market rate. The Mono RLF shall be  
15 available for these purposes only when sufficient funds are not available through the TOML's  
16 Revolving Loan Fund, and only to the extent of such unavailability.

17 **SECTION FOUR: Interest, Security, and Repayment.** Interest shall be charged to MLH on  
18 Mono RLF loans made for the purposes set forth herein in the amount of the County Treasury's return  
19 on investment from the fiscal-year quarter immediately preceding the date the loan is made. Security  
20 shall be given in the form of a first priority deed of trust on the acquired Unit. Loans shall be repaid in  
21 full to the Mono RLF upon the sale of the Unit, or within one year, whichever is sooner.

22 **SECTION FIVE: Loan Agreements.** The County Administrative Officer, in consultation with  
23 County Counsel, is authorized to negotiate, and execute on behalf of the County loan agreements with  
24 MLH consistent with this Resolution, in amounts not to exceed \$300,000 or the available uncommitted  
25 Mono RLF fund balance, whichever is less, for the purpose of acquiring and reselling at below market  
26 rates existing Units within the TOML.

27 **SECTION SIX: Reporting.** Quarterly reports on Mono RLF loan activities shall be presented  
28 to the County Board of Supervisors by MLH staff. Reports shall include all financial activity since the  
previous reporting period as well as descriptions of Units preserved and Units returned to the deed-  
restricted market as a result of a Mono RLF loan. If no Mono RLF loan has been made or is  
outstanding, then no reporting shall be required.

**SECTION SEVEN: Termination of Mono RLF.** The County reserves the right at any time  
and in its sole discretion, to cancel, close, and/or terminate the Mono RLF by providing notice to MLH  
that no further loans will be made. Upon receipt of such notice and by the date stated in the loan  
agreement, MLH shall repay to the Mono RLF any amounts then outstanding.

**PASSED, APPROVED and ADOPTED** this 17<sup>th</sup> day of November, 2015, by the following  
vote, to wit:

**AYES: Supervisors Alpers, Corless and Fesko.**


**NOES: Supervisor Stump.**

**ABSENT: None.**

**ABSTAIN Supervisor Johnston.**

  
\_\_\_\_\_  
Timothy E. Fesko, Chair  
Mono County Board of Supervisors

27 **ATTEST:**  
  
28 **Asst. Clerk of the Board**

**APPROVED AS TO FORM:**  
  
\_\_\_\_\_  
County Counsel

**MONO COUNTY - REVOLVING LOAN FUND**  
**Fiscal Report - Balance Sheet**  
**For the Quarter Ending December 31, 2017**

	Previous Quarter Ended September 30, 2017	Current Quarter Ending December 31, 2017
<b>ASSETS</b>		
Cash in County Treasury	\$ 280,000	\$ 80,000
Loans Receivable (to MLH)	20,000	220,000
Total Assets	<u>\$ 300,000</u>	<u>\$ 300,000</u>
 <b>LIABILITIES AND FUND BALANCE</b>		
Advance from County General Fund	\$ 99,013	\$ 99,013
Fund Balance	<u>200,987</u>	<u>200,987</u>
Total Liabilities and Fund Balance	<u>\$ 300,000</u>	<u>\$ 300,000</u>

**MONO COUNTY - REVOLVING LOAN FUND**  
**Fiscal Report - Transactions**  
**For the Quarter Ending December 31, 2017**

	Transaction	Balance
<b>Cash Balance</b>		
Beginning balance at September 1, 2017	9/1/2017 \$ -	\$ -
Transfer from housing mitigation account	9/12/2017 200,987	200,987
General Fund advance (brings account to \$300,000)	9/12/2017 99,013	300,000
Loan to MLH for 61 Callahan Way unit 12, door E2	9/26/2017 (20,000)	280,000
Loan to MLH for 550 Mono Street, Unit A202	11/6/2017 (220,000)	60,000
Pay off from escrow - 61 Callahan Way unit 12, door E2	12/11/2017 20,000	80,000
Ending balance at December 19, 2017		<u>\$ 80,000</u>
 <b>Loans Receivable from MLH</b>		
Beginning balance at September 1, 2017	9/1/2017 \$ -	\$ -
Loan to MLH for 61 Callahan Way unit 12, door E2	9/26/2017 20,000	20,000
Loan to MLH for 550 Mono Street, Unit A202	11/6/2017 220,000	240,000
Pay off from escrow - 61 Callahan Way unit 12, door E2	12/11/2017 (20,000)	220,000 (1)
Ending balance at December 19, 2017		<u>\$ 220,000</u>

(1) includes interest of \$53.14 paid to GF

**December 19, 2017**  
**Regular Meeting**  
**Item # 7b**

**IT**

**Radio System Workshop**



# Mono County Public Safety & Admin Land Mobile Radio System

History | Current State | The Road Ahead



# AGENDA

- Introduction and overview of County's LMRS
  - Uses, users, pain points
- Background and recent history
- Where we are at today
- What we need to work toward



# GOALS FOR THE DAY

- Establish a level of understanding around our the Mono County Land Mobile Radio System (LMRS)
- Discuss what it takes to provide a stable, functional, and reliable system
- Roadmap how we get to an improved operating state (technical / governance)

## Recommendations:

1. Modify the County of Mono List of Allocated Staff and utilize \$134,122 from Contingency to fill a Communication Specialist I/II position
2. Authorize the Director of IT and CAO to initiate the formation of an Ad Hoc committee related to the County's radio system
3. Begin conversations with Board & 11 fire districts around IT services

# LMRS: WHAT & WHY?

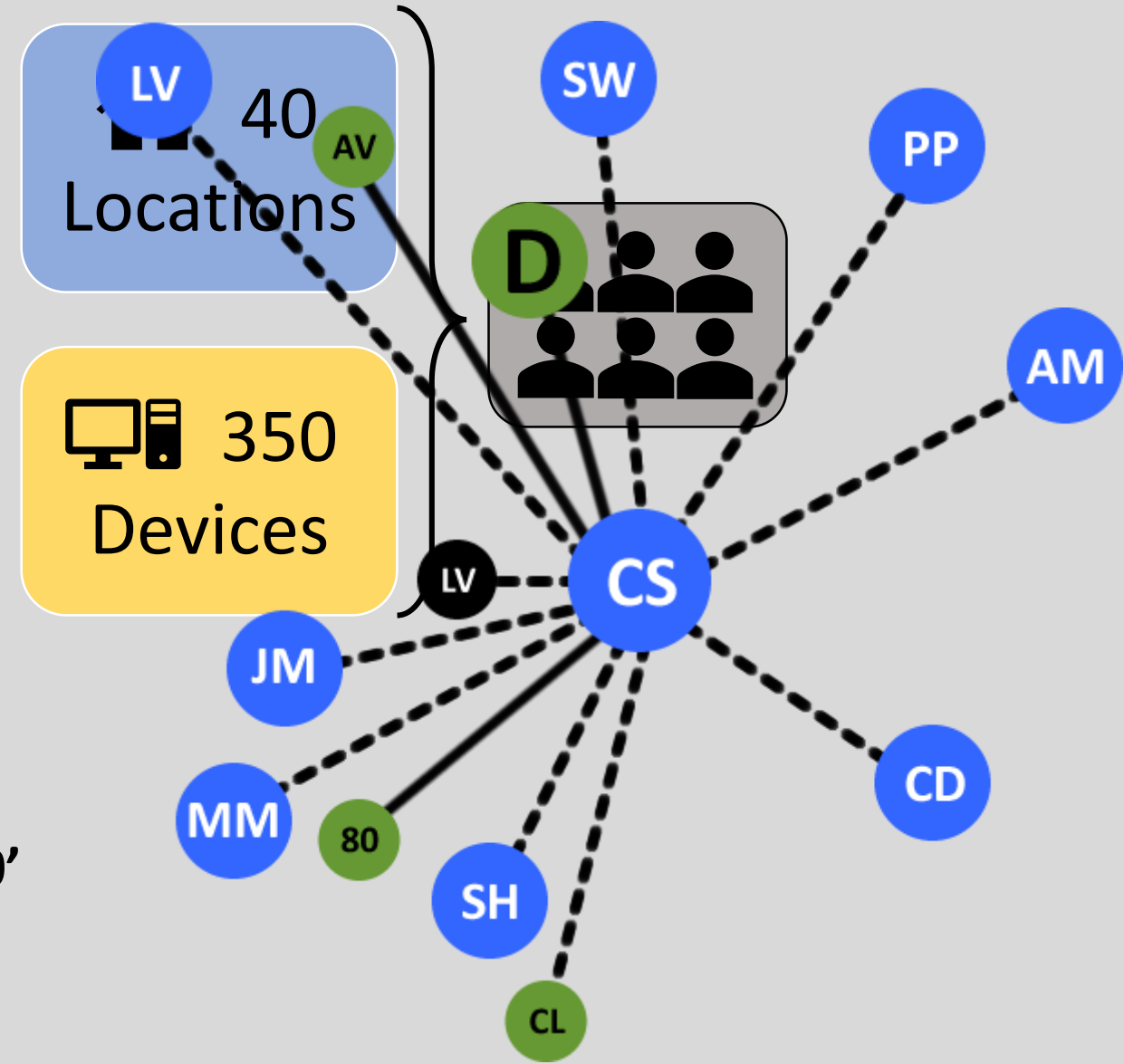
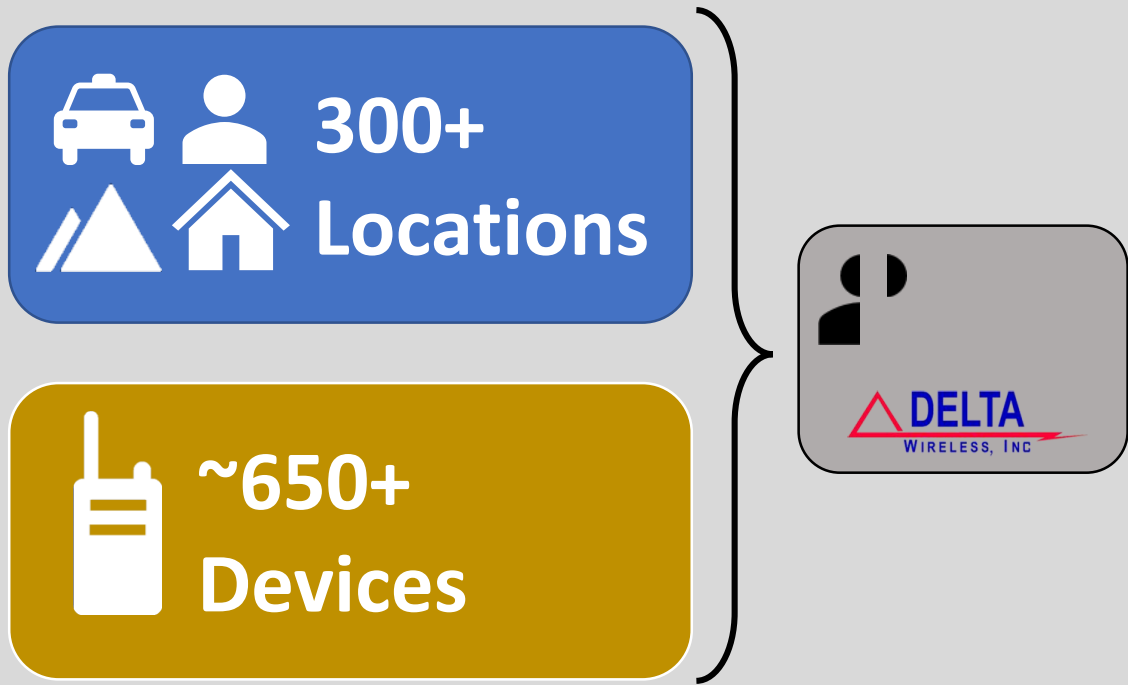
## WHAT

*Wireless communication system intended for terrestrial use in vehicles or on foot*



## WHY

- Provide point-multipoint communication between Dispatch, base locations, and field units
- Ensure *constant* communication with all subscribers
- Reach areas of the County which do not have cellular coverage

# OVERVIEW OF OUR SYSTEM



## CORE SYSTEM

-  9 Mountaintop Sites – all above 7,000'
-  4 Base Station Locations



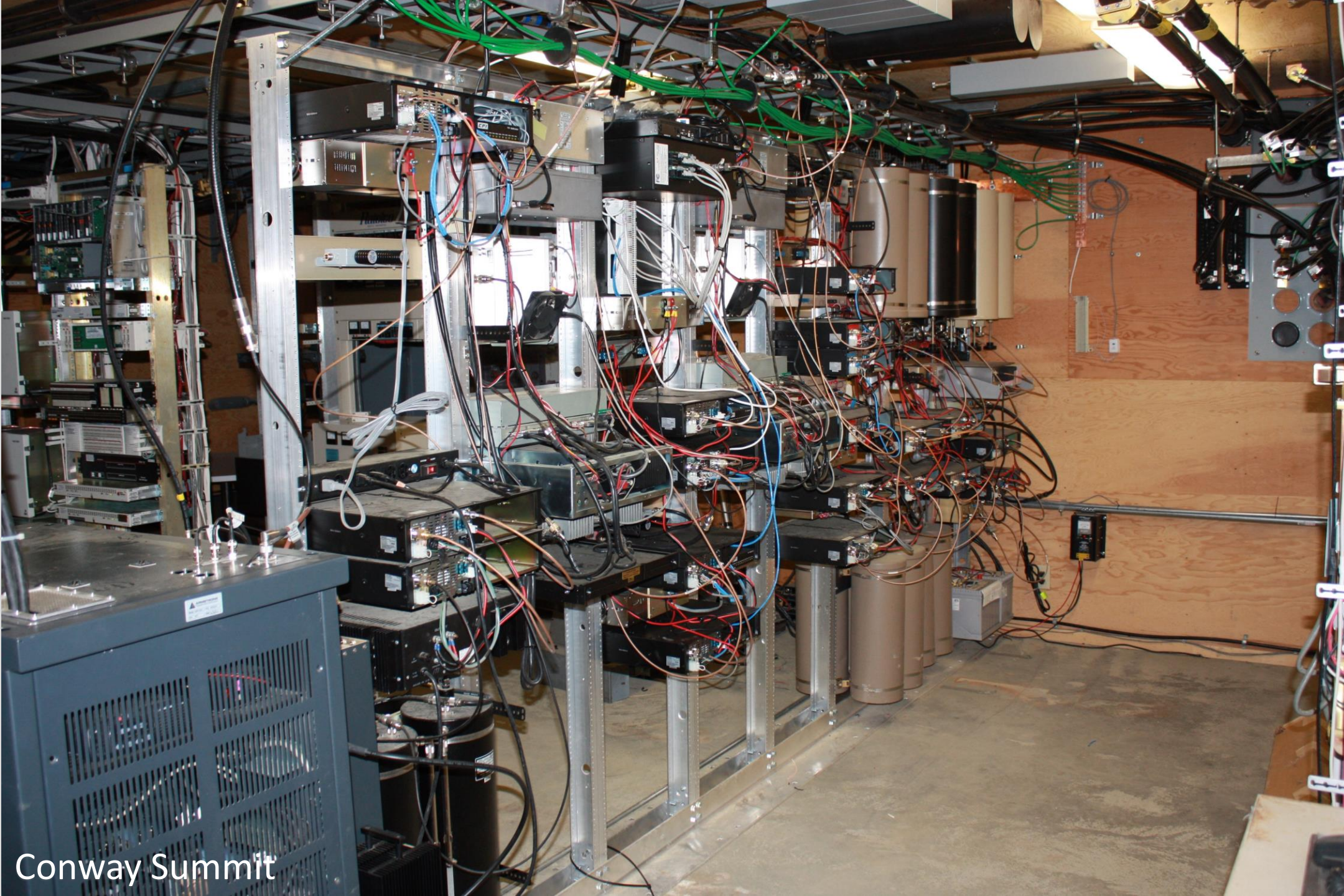
Casa Diablo



Conway Summit



Casa Diablo



Conway Summit





Before



After



Dispatch Comm Room



Dispatch



Sub Hill



Leviathan





June Mountain



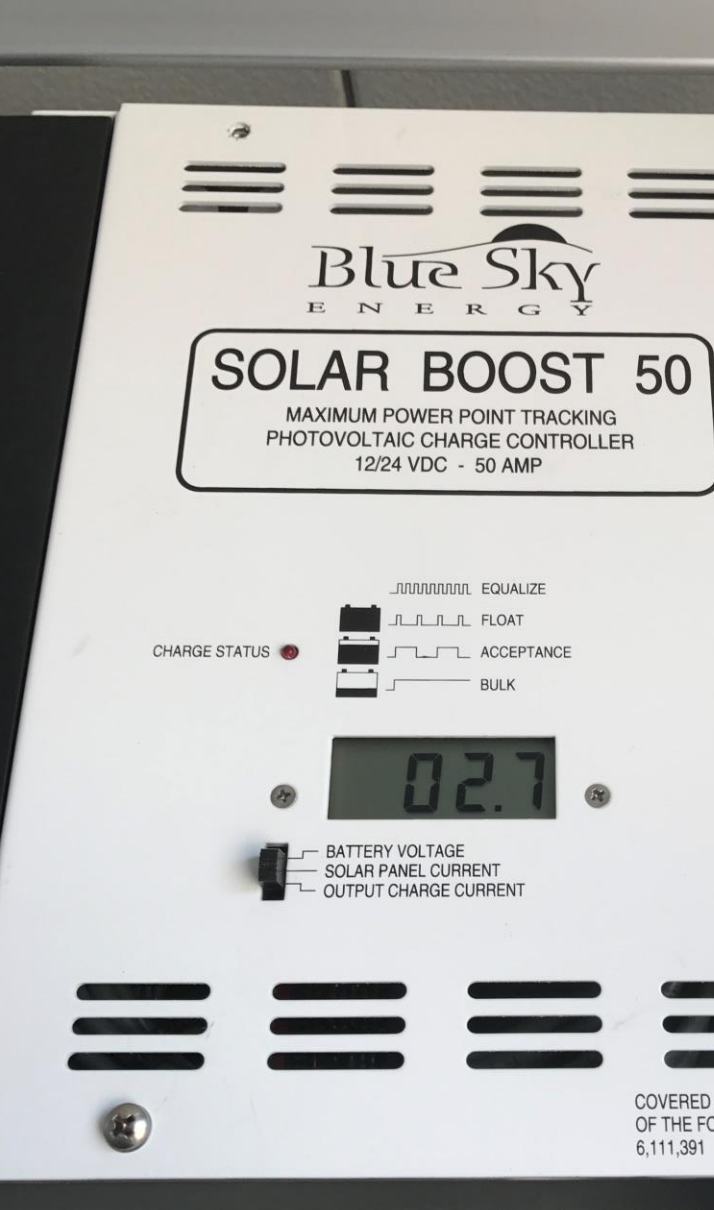
Mammoth Mountain



Casa Diablo











# USERS

- **Public Safety network**

- Law Enforcement (MCSD / MLPD)
- Mono County EMS
- Fire Departments (11 separate districts)
- Mutual Aid



- **Admin network**

- Public Works (Roads, Facilities, Solid Waste)
- Animal Control
- District Attorney
- Probation



# UNIVERSE AND RELATIONSHIPS

## Emergency Response Technologies

Cell Service

Landline  
Phone

Broadband

### Dispatch

e911

Computer Aided  
Dispatch

Records  
Management

Mapping,  
Tracking, Routing

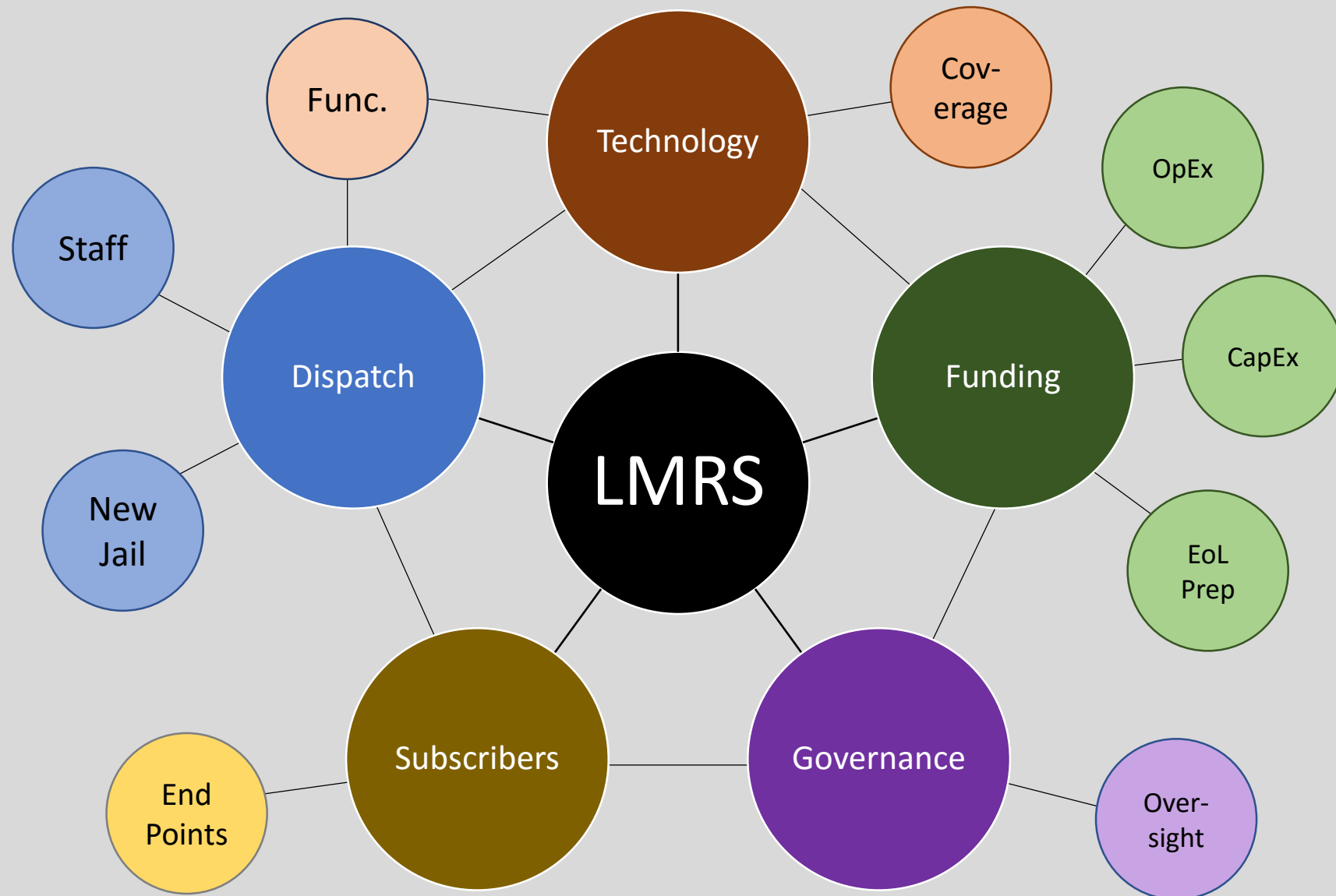
### Communications

**Radio**

Mobile

Broadband

# IMPACTS & PRESSURES



# BRIEF HISTORY

- **1994 – 2014**

- Oversight and management by the Mono County Sheriff Department
- Nielsen's Equipment provided direct support for the system
- General operating plan was around 'break-fix maintenance' and basic 'required' upgrades

- **2010**

- Evaluation done by Mono County IT under direction of the Board looking at continuation with Nielsen Equipment, In-House, Hybrid, and Inyo/Mono JPA
- It was determined at that time to sign a new 4y contract with Nielsen's Equipment

- **2013**

- Narrow banding took place on all mountaintop repeaters



# BRIEF HISTORY, cont.

- **2014-2015**

- Mono County IT takes over oversight of County LMRS
- One Year contract signed with Nielsen's Equipment
- Board directed Mono County IT to let a new RFP for radio system maintenance

- **2015-2016**

- Delta Wireless awarded T&M contract
- Pier-to-Pier Study performed
- Initial break-fix work performed

- **2016-2017**

- Significant mountaintop work performed based on P-to-P study
- Established a dedicated Radio department/budget

# KEY FINDINGS (July, 2016)

- **OPERATIONAL FINDINGS**

- 49% of base station and repeater antennas surveyed are defective – most are on hilltop repeaters which are critical to public safety agency communications.
- No maintenance of mountaintop equipment – lack of tuning, out of spec configuration, defective equipment
- No maintenance of subscriber units – several not narrow-banded; broken antennas; improper installations; improper configuration
- Improper grounding and lightning protection at almost every site
- No replacement cycle, or allocated funding to do so
- No equipment manuals or as-built documentation present on site

- **SHERIFF'S CHANNEL FINDINGS – This channel does meet public safety standards.**

*The Sheriff's radio system is operating in carrier receive. No receiver PL protection for mobiles, portables or base stations from noise ingress. This results in operator fatigue, decreased operational awareness, and loss of essential communication.*

- **FIRE & EMS CHANNEL FINDINGS – This channel does not meet public safety standards.**

*Fire and Medic radios are operating in carrier receive. No receiver PL protection for mobiles, portables or base stations from noise ingress. This results in decreased operational awareness, operator fatigue and loss of essential communication.*

- **ADMIN CHANNEL FINDINGS** – All Admin Channel (Road Department) radios operate in carrier receive. No receiver PL protection for mobiles, portables or base stations from noise ingress. This results in decreased operational awareness, operator fatigue and loss of essential communication.

- **MUTUAL AID CHANNEL FINDINGS** – The system has an extensive number of defective antennas resulting in poor system performance.

# IMPACTS OF THESE FINDINGS

- **System Outages**

- Bridgeport to Conway link took entire system down for 9h – June, 2016
- Downtime on key repeaters
  - Casa Diablo (Law: 10 days; Fire: 20 days)
  - Sub Hill (Law: 15+ days; Fire: 20+ days)
  - Antelope Mountain/Benton (Fire: 4 weeks)
  - Sweetwater (Law: 5 days; Fire: 10 days)
  - MMSA (Law: 4 mos.)

- **Coverage Issues**

- 2013 FCC imposed Narrow Banding

- **Lack of Dependability / Reliability**

- Seeking out non-standard solutions & work-arounds

# CONSEQUENCES OF FAILURE

## Tales from the field...

1. We have two radio networks essentially. South and North County. If South County has priority radio traffic and someone on the North talks, it overrides the south radio. Happens every day during normal radio operations since we can't hear each other.
2. Lack of radio management. In 2015 an unknown person used our radio system to report a "robbery at Chevron." With no additional traffic, units scrambled to check both gas stations. Both stations checked ok so we suspect it was used to cover other illegal activity.
3. Overly complex system. I have been using it for over 12 years and things pop up that I had no idea about (eg. issue at 8050 fix last month). The average user with less than a couple years on just gives up and goes to cell.
4. No reliable portable radio service where we routinely work away from the car. Downtown June Lake, Crowley Lake, SME, Canyon, Bridgeport. We have to look at the radio when dealing with something to try different repeaters or go back to the car to switch if using the extender. Inherently dangerous

*- Seth Clark, Sergeant – Mono County Sheriff*

# CONSEQUENCES OF FAILURE

## Tales from the field...

“I realize people are working on this, but from our perspective in Benton, there has been very little if any progress and in most cases a significant worsening of the problem. We have been without reliable communication in the Benton Valley for nearly 2 months. If Mono County is going to continue to offer a 911 system, then something needs to change quickly. This is an embarrassment to our department and should be an embarrassment to the county as a whole. If Mono County is not going to maintain a 911 system, than we as a local fire district need to inform our residents and attempt to make alternate arrangements. The current situation with dispatching and the current radio system are life safety issues. We as an emergency service are unable to manage incidents safely and efficiently within the system as it exists today.”

*- Dave Doonan, Chief – White Mountain Fire*

# CONSEQUENCES OF FAILURE

## Tales from the field...

“One of the stop-gap measures my Station Captains are using to monitor radio traffic is by streaming commercial scanner apps like Broadcastify or Scanner911 on their station computers or smart phones. Otherwise the Captain has no idea if the other stations are busy on calls. He has no way of knowing if Medic 3 is responding towards Benton or if Medic 1 is transporting to Carson Valley.

It is the Captains job to know the status of EMS resources in the County so he can move resources as needed. The current radio reception at the stations does not allow effective monitoring of incidents.”

- *Chris Mokracek*, EMS Chief

# WHERE ARE WE AT TODAY

- **Identified work and associated budget**

• Replace Defective & Missing Hardware (Hilltop Sites)	\$350,000
• Replace Defective & Missing Hardware (Base Stations)	\$165,000
• Conway Summit Re-Engineering	\$75,000
• PL Tone Programming Project (Sheriff, Fire, Dispatch)	\$30,000
• Multi-Cast Project	<u>\$30,000</u>
est. 3y total	<b>\$650,000</b>

- **Careful & deliberate phased approach**

- Takes time
- Complicated & technical
- Expensive
- Non-redundant

# PHASED APPROACH

MCSD / Nielsen's Equipment

PHASE 0		PHASE 1		PHASE 2		PHASE 3	
Main Focus Areas	1. Technical 2. Operations	Main Focus Areas	1. Technical 2. Operations	Main Focus Areas	1. Policy 2. Funding 3. Governance	Main Focus Areas	1. Technical 2. Funding 3. Governance
Funding	~ \$150k - Radio budget	Funding	~ \$250k - Radio budget	Funding	~ \$TBD - Radio Budget - Cost-Share	Funding	~ \$TBD - Cost-Share
Source(s)		Source(s)		Source(s)		Source(s)	
Lead/Oversight	IT Director	Lead/Oversight	IT Director	Lead/Oversight	Interim Steering Committee	Lead/Oversight	Executive Committee
<b>Priorities</b> <ul style="list-style-type: none"> <li>Review existing contracts &amp; budgets</li> <li>Issue RFP and select new radio vendor</li> <li>Develop pragmatic work plan with short-term priorities</li> <li>Perform basic high-priority work/repairs</li> <li>Evaluate deficiencies</li> </ul>		<b>Priorities</b> <ul style="list-style-type: none"> <li>Stabilize system – fix broken infrastructure</li> <li>Programmatic Maintenance (PM) &amp; stock program</li> <li>Determine internal budget management practices</li> <li>Establishing governance for Mid-Term</li> <li>Begin Strategic Planning</li> </ul>		<b>Priorities</b> <ul style="list-style-type: none"> <li>Build internal capacity</li> <li>Establish interim Governance &amp; multi-agency collaborative</li> <li>Streamline support</li> <li>Design new system</li> <li>Seek out grant funding</li> <li>Develop long-term Strategic Plan</li> <li>Incremental system upgrades</li> </ul>		<b>Priorities</b> <ul style="list-style-type: none"> <li>Continue to grow internal capacity</li> <li>Further improve support structures</li> <li>Implement new system and replace subscriber infrastructure</li> <li>Leverage Executive Committee for long-term funding and maintenance program</li> </ul>	
2014	2015	2016	2016	2018	2018	2020	2020





# INVESTMENTS

YEAR	MANAGEMENT	OpEx	CapEx
2010-2011	MCSD / Nielsen's Equipment	\$110k - \$200k	\$23k
2011-2012	MCSD / Nielsen's Equipment	\$110k - \$200k	Unknown
2012-2013	MCSD / Nielsen's Equipment	\$110k - \$200k	Unknown
2013-2014	MCSD / Nielsen's Equipment	~\$276k	~\$53k
2014-2015	MCSD / Nielsen's Equipment	\$115k	Unknown
2015-2016	Mono County IT / Delta Wireless	\$62k	\$13k
2016-2017	Mono County IT / Delta Wireless	\$38k	\$138k
2017-2018	Mono County IT / Delta Wireless	\$56k	\$90k
		<b>\$156k</b>	<b>\$241k</b>
		2½y OpEx Total	2½y CapEx Total

# HOW OTHERS ARE DOING THINGS



- 2 in-house technicians manage 9 sites and approx. 600 subscribers
- 40yo. system with single point of failure – more expensive to repair than replace
  - *Board committed \$9.2m of General Fund to replace system*



- In-house staff and Delta Wireless manage 14 sites and 1000s of subscribers
- Dedicate \$750k-\$1m annually – including leveraging several grants
- 2016 lost microwave link which took system down for 10 seconds
  - *Board committed \$1.2m of General Fund to upgrade system*



- 2 highly-skilled in-house technicians manage 6 sites and approx. 600 subscribers
- \$1.2m simul-cast VHF system built in-house with approximately \$200k annual CapEx budget

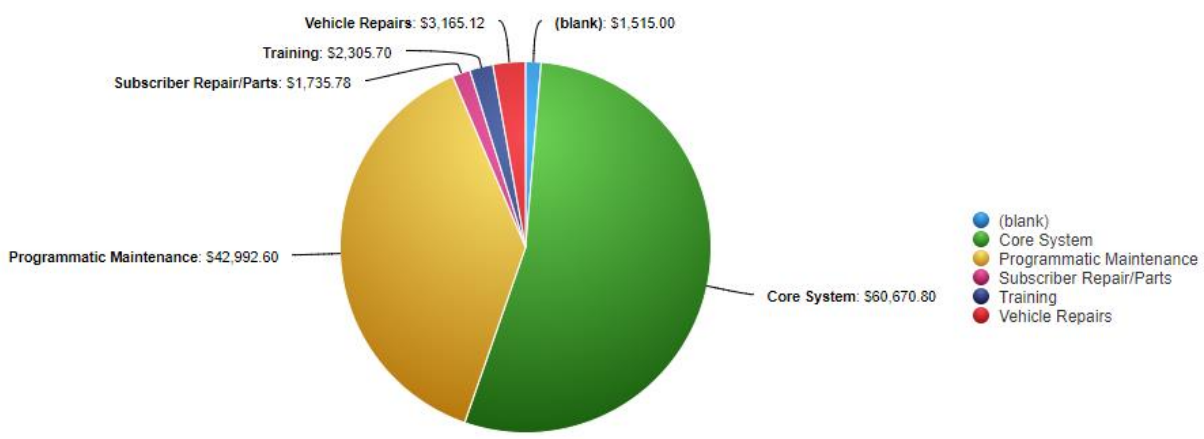
# HOW IT IS PROVIDING SUPPORT

- **Tier 1 / 2 Support**
  - Basic troubleshoot & repair
  - Programming
  - Installation
  - Tower climbing
- **Vendor/Contract Management**
- **Purchasing**
- **Stock management & PM**
- **Leasing & Licensing**
- **Budget & strategic planning**

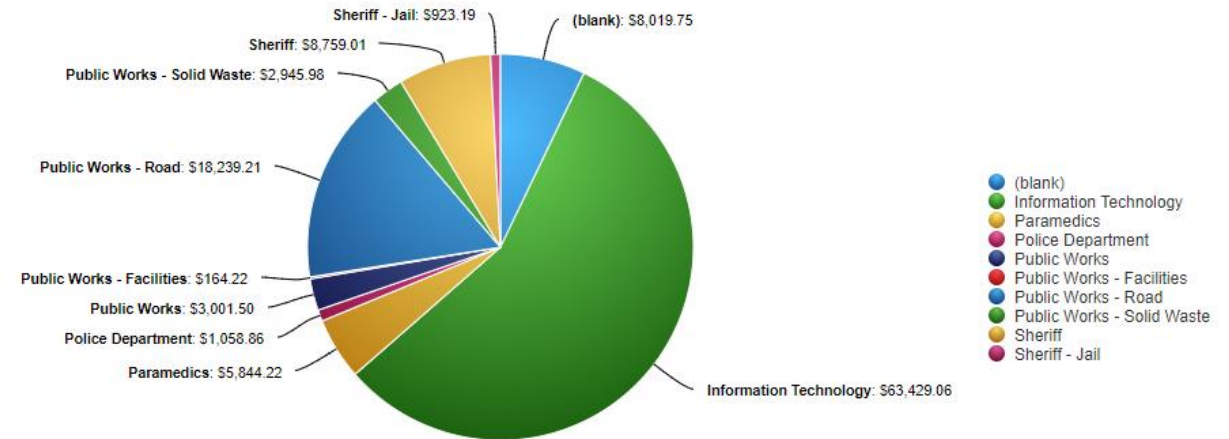


# PROGRAM MANAGEMENT SYSTEM

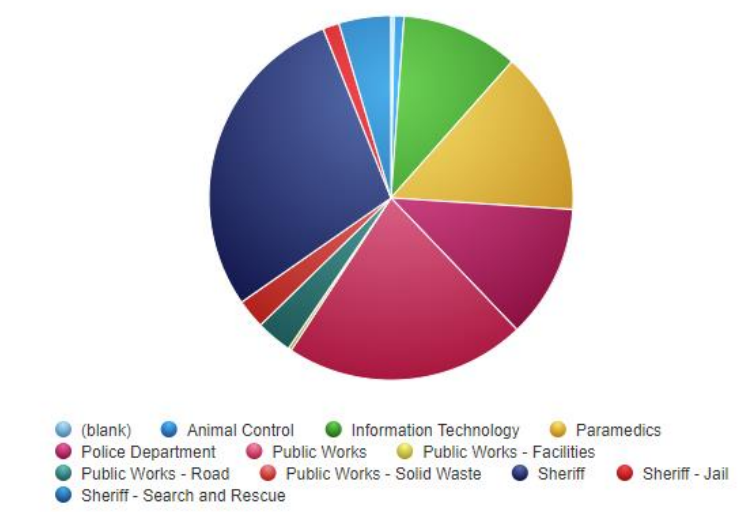
Expenses by Type



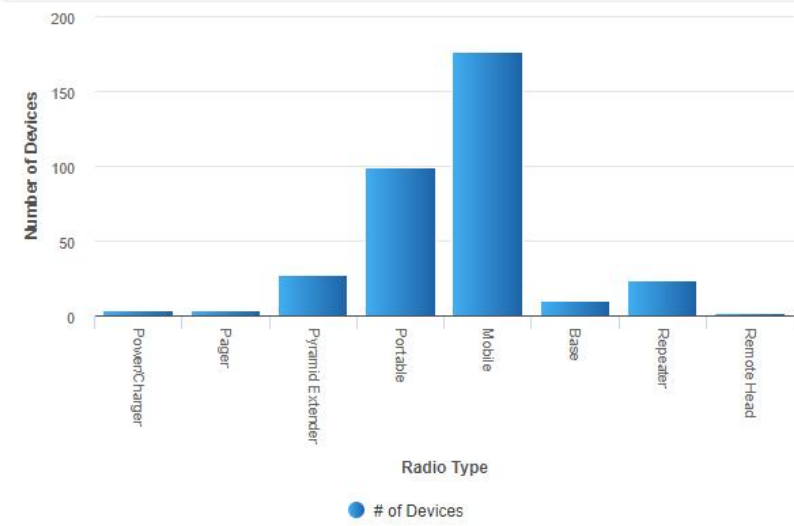
Expenses By Department



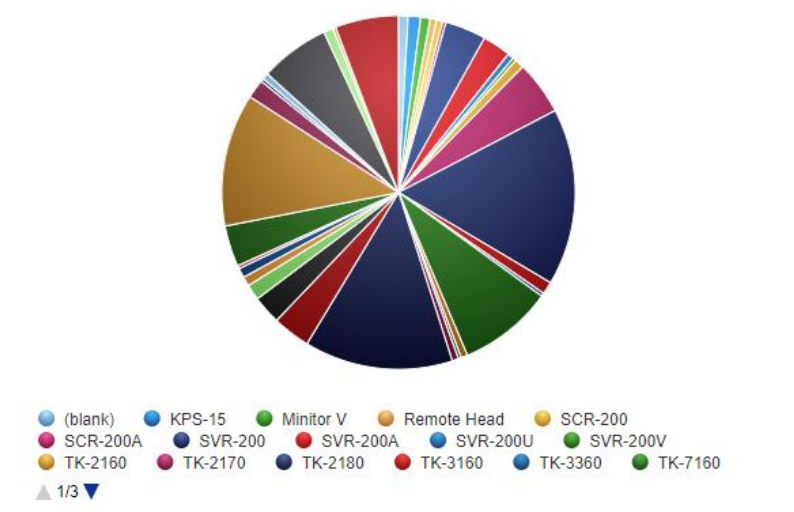
Devices by Department



Devices by Type



Devices by Model



# KEY PAIN POINTS

- **Lack of staffing & knowledge**
  - Time sensitivity of requests (vehicle & mountain-top)
  - Impacts on other services
  - “Rearranging deck chairs on the Titanic”
- **Quick access to vendors / contractors**
- **Any simple problem on a mountaintop could take 2 full days or more**
  - Visit site > determine problem > order parts > wait for parts > travel to site > repeat....
- **External pressures**
  - New jail timeline and complexities
  - Fire departments and other subscribers who we do not directly service

# KEY PAIN POINTS

- **One-Off Approaches**

- Taking actions without a plan is dangerous and costs time and money

- **Budget Responsibility & Reconciliation**

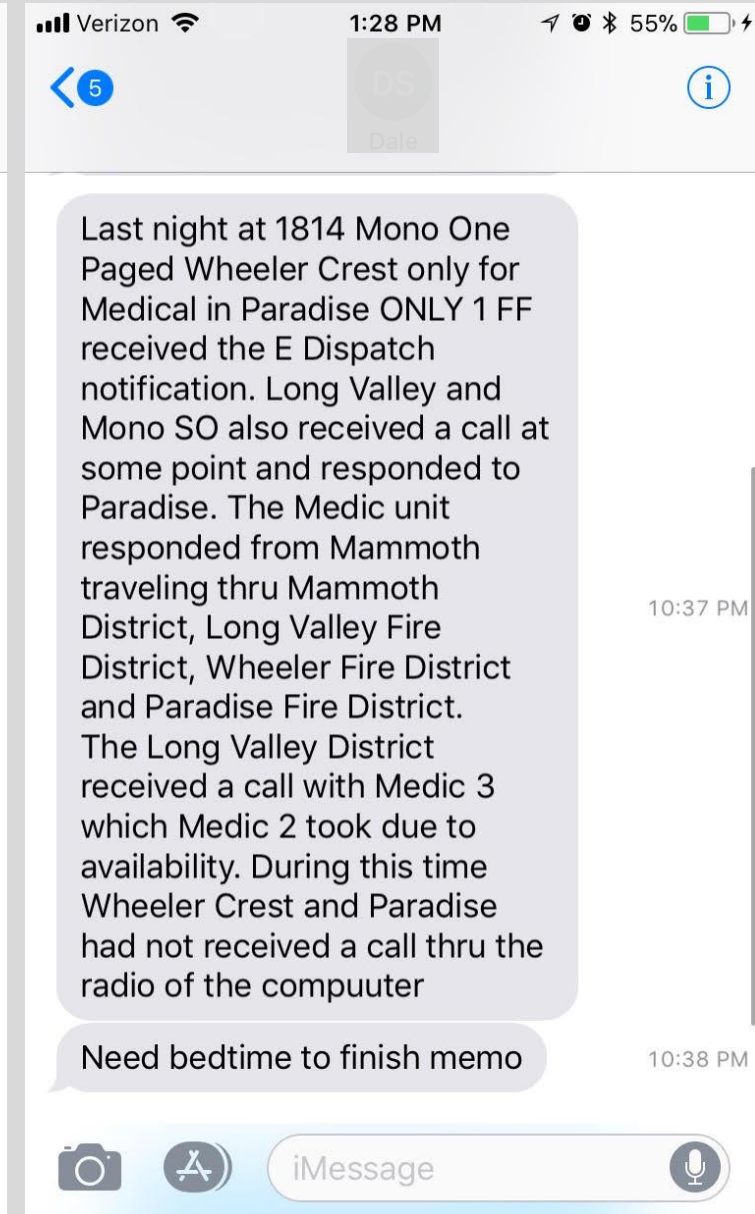
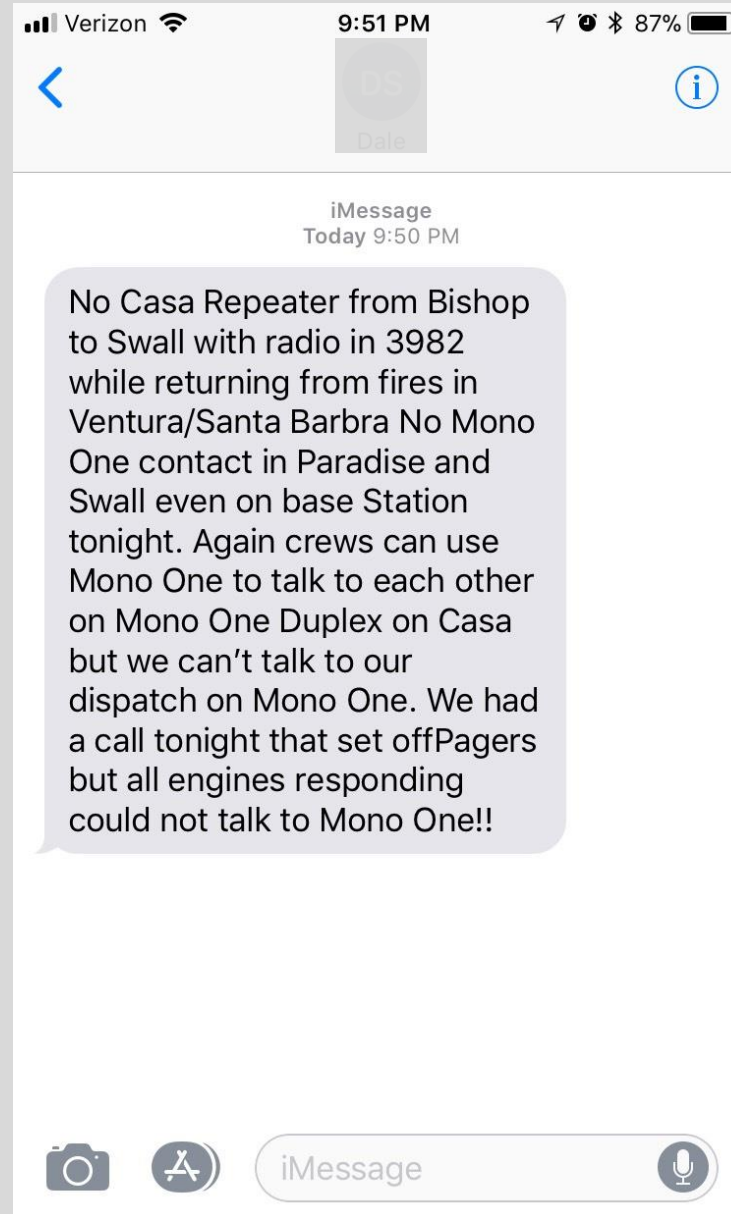
- Individual department obligations
- Understanding total costs

- **Lack of complete inventory**

- Difficult to know what is in service & programming
- Imperative for budgeting, replacement, stock management, etc.
- Important for any unit connecting to our system

# KEY PAIN POINTS

- On Call / After Hours
  - Knowledge of IT Staff
  - Expectations regarding response
  - Accounting for non-agency requests and needs



# WHERE DO WE WANT TO BE?

***What is our comfort level from a risk perspective?***

*...what is that worth to us in terms of dollars?*

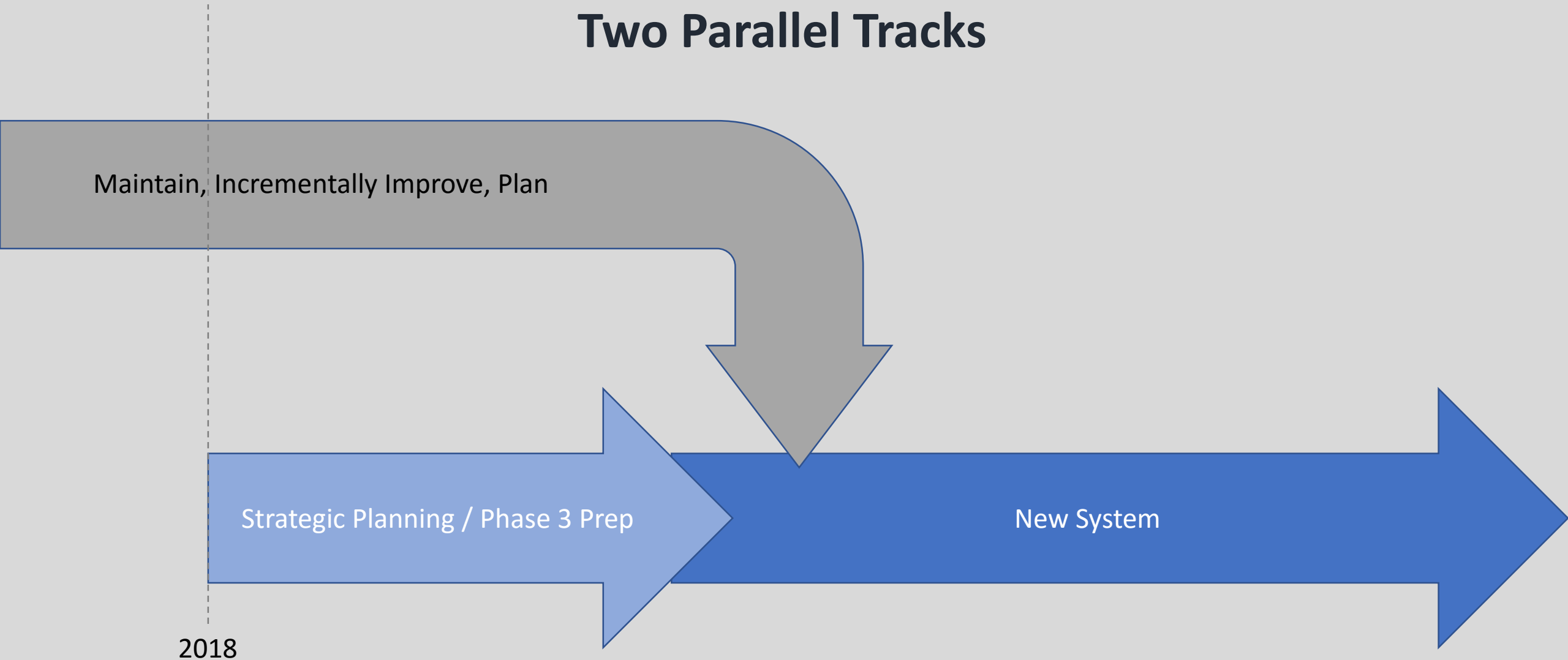
## OUR GOALS

1. A simple, modern, intuitive, functional, and dependable system
2. Integrate and leverage unique opportunities of broadband & Digital 395
3. Collaborative, multi-agency, regional approach
4. Internally supported with technology we know, understand, and can support
5. Long-Term Sustainability



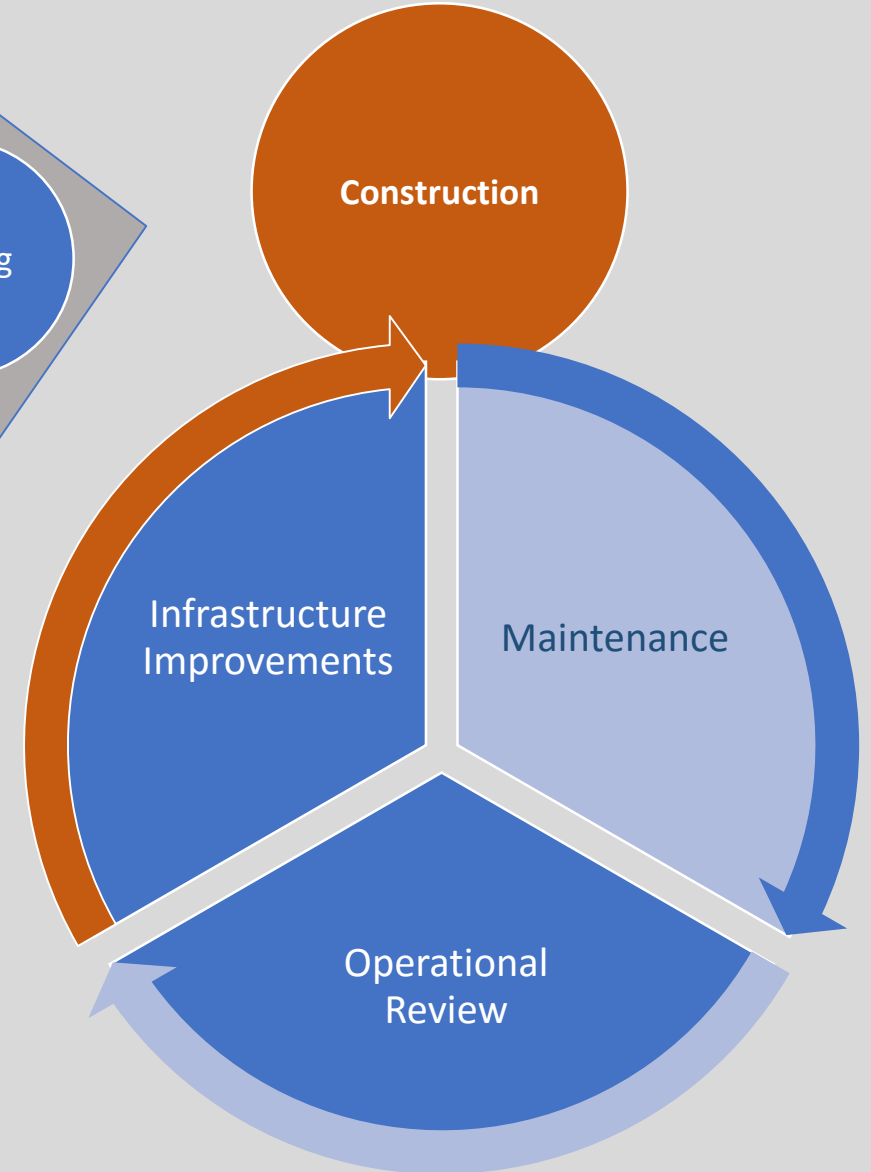
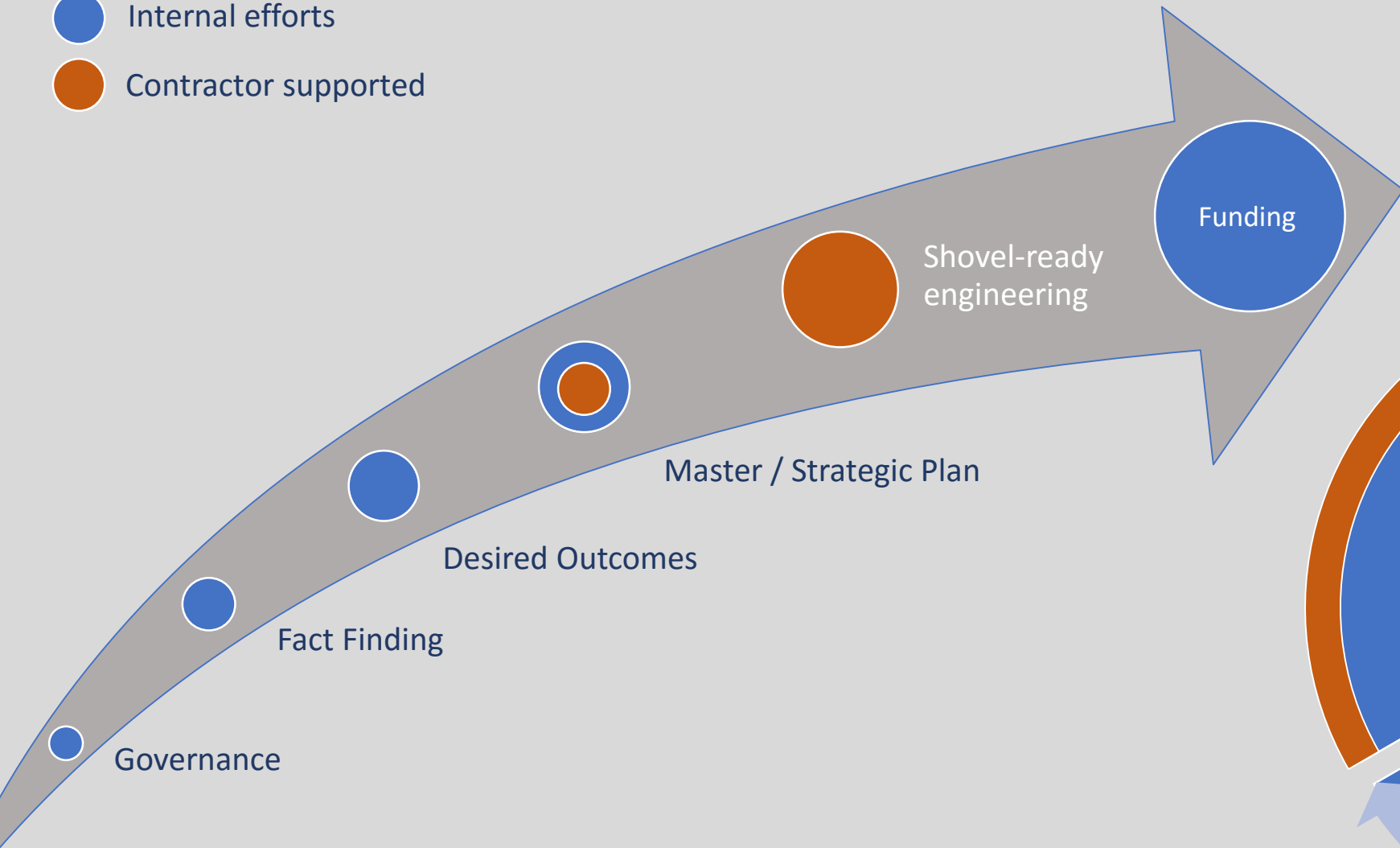
# HOW WE GET THERE

## Two Parallel Tracks



# HOW WE GET THERE

- Internal efforts
- Contractor supported



# WHAT DOES IT TAKE?

## Maintenance

Staffing



Authority



Budget



## Overhaul

Master Plan



Budget



Time



## Operations

Governance



Staffing



Budget



# PRIORITIES & NEXT STEPS

- 1 Increase staff capacity
- 2 Improve governance & establish authority
- 3 Begin Strategic & Master Planning processes
- 4 Determine appropriate ongoing budget allocation(s)
- 5 Focus on Phase 2 Priorities and develop Spring-Fall plan



# THANK YOU!!

Questions/Comments/Feedback



**December 19, 2017**  
**Regular Meeting**  
**Item # 10**

**BOS**

**Board Member Reports**

**Supervisor Corless:**

- No report.

**Supervisor Gardner:**

- Last Wednesday I attended the June Lake Public Utility District meeting and the Mono Basin Regional Planning Advisory Committee meeting.
- On Friday I participated in a webinar presented by Dialogue for Health and some other non-profit public health advocacy groups on a Public Health Oriented Model Local Ordinance for Marijuana Regulation. The webinar was most useful and provided much information about current cannabis regulation in other states and its impact, and additional information about progress in California to date. I would encourage everyone to review the slides from this presentation. They are available at <http://dialogue4health.org/web-forums/detail/model-local-ordinance-for-marijuana-regulation>.

**Supervisor Johnston:**

- Absent.

**Supervisor Peters:**

- 12<sup>th</sup> BP RPAC
- 13<sup>th</sup> Mono County Employee Christmas Party
- 16<sup>th</sup> Mammoth Night of Lights
- 17<sup>th</sup> Bridgeport Light Contest
- Met with Mayor Wentworth Recreation Position Topics

**Supervisor Stump:**

- 12-13: Attended the County Winter Gathering. Meg did a great job.
- 12-13: Attended a meeting with the Hazard Mitigation Plan Consultants. Hazards are being ranked by priority. Wildland fire is at the top of the list. Dam failure, earthquakes, volcanic activity, and avalanche potential are also on the list. Climate change impacts on other hazards is included. I raised the issues about the Mono City access road in both a specific and the general context of how to maintain these roads along with the relationships with other land owners that effect maintenance and locations of these roads. Other communities mentioned as needing emergency access/egress roads were Swall Meadows, West Chalfant, and areas of the June Lake Loop.
- 12-14: Continued to follow up on the school bus issues in the Tri Valley. Spoke with both District Superintendents. The two Districts are speaking with each other. Bishop has been able to hire an additional person which will help with the Chalfant to Bishop piece. They need a more permanent solution to reassure both parents and children that transportation to school is available.
- 12-14: Attended the Owens Valley Groundwater Authority meeting. The Authority voted to delay the funding commitment / vote share decision until 2-8 in the hopes that grant application approval for plan preparation will be known by then.
- Construction at the Crowley Skate Park has stopped for the winter. Park has temporary fence around it. The bus stop has been moved and a drive through for busses reestablished.