

SAFE AND HEALTHY COMMUNITIES

Objective	Action Item	Leads	Time Frame
Enhance Emergency Management Functions	Subsequent to the current project implementing the early warning system, create an inventory of key evacuation routes	Primary: OEM Support: County Administration, Sheriff's Department, Public Works	Summer 2026
Enhance Emergency Management Functions	Complete the emergency operation plans, including staffing and staff training, and cross-training on emergency response	Primary: OEM Support: CAO, HR	Summer 2026
Enhance Emergency Management Functions	Develop evacuation center infrastructure for multiple types of disasters (e.g., fire, flood, heat, cold)	Primary: OEM/HHS Support: Public Works	Summer 2026
Enhance Emergency Management Functions	Examine critical power sources to ensure sustainable power and communications through multiple types of disasters	Primary: OEM/IT	Summer 2026
Enhance Emergency Management Functions	Work with the Fire District and specifically the fire chiefs to develop effective, coordinated emergency response efforts and reduce emergency response times	Primary: OEM Support: Sheriff's Department	ONGOING
Improve Rural Infrastructure	Continue to enhance existing broadband access/affordability in Mono County	Primary: Information Technology Support: CAO, County Counsel	ONGOING
Improve Rural Infrastructure	Complete the Emergency Radio System	Primary: Information Technology Support: CAO, OEM	By June 2027
Improve Rural Infrastructure	Complete construction of the new jail	Primary: Public Works Support: CAO, Sheriff's Department	By November 2027
Improve Rural Infrastructure	Ensure that infrastructure provided by Special Districts is sustainable and coordinated	Primary: CAO	ONGOING
Improve Rural Infrastructure	Increase volunteerism in communities including volunteering to support special districts	Primary: CAO	ONGOING
Improve Rural Infrastructure	Address transfer station expansion	Primary: Public Works	by 2027
Improve Rural Infrastructure	Promote access to healthcare in rural areas	Primary: HHS	ONGOING
Develop Community Resiliency	Partner regionally with other agencies to develop emergency preparedness plans, including community education	Primary: OEM Support: HHS	by January 2027
Develop Community Resiliency	Address federal funding changes to find both efficiencies and alternative resources	Primary: CAO Support: HHS, Behavioral Health	ONGOING
Develop Community Resiliency	Enhance and standardize data collection and use procedures, including mapping, for inclusion in BOS decision making	Primary: CAO Support: All Departments	ONGOING
Behavioral Health Services Access	Continue to determine needs and enhance access to behavioral health services	Primary: Behavioral Health, Behavioral Health Advisory Board	ONGOING

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Objective	Action Item	Leads	Time Frame
Behavioral Health Services Access	Continue to develop reports to be delivered to the BOS that identifies overdose deaths and suicides (historical and current) in the county to examine trends and recommended prevention actions	Primary: Behavioral Health, Behavioral Health Advisory Board	ONGOING
Enhance the Quality of Life for our Children, Families and Aging Population	Probation to collaborate with justice partners to ensure systems and programs are implemented to minimize the number of youth involved in the justice system and reduce recidivism	Primary: Probation	ONGOING
Enhance the Quality of Life for our Children, Families and Aging Population	Collaborate with and advocate on behalf of existing agencies to foster the availability and accessibility of affordable child care County-wide	Primary: CAO Support: HHS	ONGOING
Enhance the Quality of Life for our Children, Families and Aging Population	Improve efforts to obtain community feedback, including through surveys, workshops and adjourned meetings	Primary: CAO	ONGOING

A THRIVING ECONOMY			
Objective	Action Item	Leads	Time Frame
Support and Retain the Existing Business Community	Continue to provide opportunities for business financial/technical assistance programs through local, state and federal funding opportunities to aid in the post pandemic recovery	Primary: Economic Development Support: CAO	ONGOING
Support and Retain the Existing Business Community	Invest in and partner with the Chamber of Commerce to help businesses help themselves	Primary: Economic Development Support: CAO	ONGOING
Support and Retain the Existing Business Community	Develop improved connectivity throughout the region	Primary: IT Support: CAO	ONGOING
Enhance and Strengthen Mono County Tourism Sector Utilizing Responsible Recreation Messaging	Continue to refine a federal and state legislative platform seeking funding and legislative opportunities	Primary: CAO Support: Economic Development	ONGOING
Enhance and Strengthen Mono County Tourism Sector Utilizing Responsible Recreation Messaging	Continue integrating wildfire and wildlife safety, sustainable recreation, and 'Mountain Manners' messaging—including Camp Like A Pro, and etiquette for hiking, camping, fall colors, wildflowers, visiting with dogs —across marketing, visitor guides, and the website. Actively promote areas with both interest and infrastructure for increased tourism; collaborate with the Outdoor Recreation Division to support infrastructure development.	Primary: Economic Development, Sustainable Recreation Support: CAO	ONGOING
Enhance and Strengthen Mono County Tourism Sector Utilizing Responsible Recreation Messaging	Work with partners to support the recovery and growth of international visitation	Primary: Economic Development	ONGOING
Diversify the Economy	Utilize the results of the CEDS to identify private sector areas to foster employment, focusing on those areas for which there is an existing need, such as private sector contractors	Primary: Economic Development Support: CAO	ONGOING
Diversify the Economy	Develop strategies to support entrepreneurial development	Primary: Economic Development Support: CAO	by June 2026
Diversify the Economy	Support implementation of the Mono Arts Council's Strategic Plan, and continue efforts to develop and promote an arts district while fostering arts-related programs and activities throughout Mono County.	Primary: Economic Development, Town of Mammoth Lakes, Mammoth Lakes Chamber, MLT Support: CAO	ONGOING
Diversify the Economy	Obtain data regarding and develop strategies to address the impact of the drop in TOT	Primary: Economic Development Support: CAO	by June 2026
Obtain and Effectively Use Economic Data	Complete the Employment Development workplan	Primary: Economic Development Support: CAO	by June 2026
Obtain and Effectively Use Economic Data	Compile economic data tailored to the region utilizing research and information available through local, state and federal sources and develop a strategy to determine how that data should inform decisions about economic development	Primary: Economic Development Support: CAO	ONGOING

WORKFORCE & OPERATIONAL EXCELLENCE			
Objective	Action Item	Leads	Time Frame
Invest in Employee Development and Well-Being Throughout Our Organization	Create a comprehensive employee recognition program	Primary: Human Resources Support: CAO	JANUARY 2026
Invest in Employee Development and Well-Being Throughout Our Organization	Develop 3-5 internal, development-focused training programs for county employees, including programs targeted to developing managerial skills geared to promoting from within the organization	Primary: Human Resources Support: CAO	Spring 2026
Invest in Employee Development and Well-Being Throughout Our Organization	Continue informal brown bag lunches/coffee with the CAO led by the County Administrator, with special guests from the community	Primary: CAO Support: Human Resources	ONGOING
Invest in Employee Development and Well-Being Throughout Our Organization	Continue to implement Well Being Initiatives for Mono County employees	Primary: Human Resources Support: CAO	ONGOING
Invest in Employee Development and Well-Being Throughout Our Organization	Actively develop a culture of collaboration, including both vertically and horizontally, promoting both economies of scale and inter-departmental communication and efficiency	Primary: Human Resources Support: CAO	by June 2026
Enhance the Effectiveness of Human Resources	Maximize the use of the ERP system to improve efficiency, transparency and customer satisfaction	Primary: CAO Support: Finance, Human Resources	As Directed by Board
Enhance the Effectiveness of Human Resources	Initiate a review of all Human Resources policies and procedures; continuously review policies and procedures to ensure compliance with current state and federal laws	Primary: Human Resources Support: CAO	ONGOING
Enhance the Effectiveness of Human Resources	Develop and implement HR process training for all departments	Primary: Human Resources Support: CAO	Fall 2026
Enhance the Effectiveness of Human Resources	Develop and implement a human resources plan focused on staff retention that includes both training and education	Primary: Human Resources Support: CAO	Fall 2026
Provide Superior Customer Service	Create a biennial, in-house customer service training for all employees. All new employees must attend the course within one year of their tenure with Mono County.	Primary: Human Resources Support: CAO	Summer 2026
Provide Superior Customer Service	Utilize Customer Service Satisfaction Survey data to improve customer service practices	Primary: CAO Support: PIO, Human Resources	Summer 2026
Obtain Comprehensive Workforce Data	Develop relevant workforce data sets for department heads and the Board of Supervisors	Primary: Human Resources	ONGOING
Obtain Comprehensive Workforce Data	Conduct a comprehensive facilities assessment to evaluate current and future space needs for County operations and employees.	Primary: Public Works Support: CAO	Fall 2026
Enhance Governance Practices	Complete Governance Workshops and implementation of resulting policies	Primary: CAO Support: County Counsel, Clerk	ONGOING
Enhance Governance Practices	Periodically review and revise the comprehensive policy and procedure manual	Primary: CAO, County Counsel Support: All Departments	Ongoing
Enhance Governance Practices	Increase community engagement, both through consistent communication and in-person opportunities for dialogue	Primary: CAO, County Counsel Support: All Departments	ONGOING
Improve the Budget Process	Develop a Budget Congress to increase department collaboration and community input	Primary: CAO/Budget Officer	by April 2026
Improve the Budget Process	Research budget practices in other counties for possible adoption	Primary: CAO/Budget Officer	ONGOING

WORKFORCE & OPERATIONAL EXCELLENCE

Objective	Action Item	Leads	Time Frame
Improve the Budget Process	Hold two (2) fiscal training workshops for department heads and fiscal staff	Primary: CAO/Budget Officer	ONGOING
Improve the Budget Process	Assess H.R. 1 impacts on budget and work to develop community resilience	Primary: CAO/Budget Officer	ONGOING
Legislative Advocacy and Support	Actively pursue lobbying efforts to maximize opportunities to enhance Mono County	Primary: CAO Support: All Departments	ONGOING
Legislative Advocacy and Support	Continue to refine a federal and state legislative platform seeking funding and legislative opportunities	Primary: CAO	ONGOING
Legislative Advocacy and Support	Assess H.R. 1 impacts on community services to target advocacy efforts for funding restoration	Primary: CAO	ONGOING

SUSTAINABLE PUBLIC LANDS			
Objective	Action Item	Leads	Time Frame
Preserve and Protect Public Lands	Identify local, state, federal and/or grant funding to apply toward protecting public lands	Primary: CAO	ONGOING
Preserve and Protect Public Lands	Work with partners to engage in protection and preservation of public lands and wildlife habitat, and identify priority projects for County focus.	Primary: CAO Support: Community Development	ONGOING
Preserve and Protect Public Lands	Address forest service and other service reductions by obtaining data and formulating a response	Primary: CAO Support: Sustainable Recreation, Economic	ONGOING
Preserve and Protect Public Lands	Engage in adaptive management for changing recreation use	Primary: Sustainable Recreation/Public Works Support: Economic Development	ONGOING
Preserve and Protect Public Lands	Advocate for federal cost recovery and permanent payment in lieu of taxes	Primary: CAO	ONGOING
Preserve and Protect Public Lands	Extend fire resiliency efforts to open space	Primary: OEM/Wildfire Coordinator	ONGOING
Ensure Highest and Best Use of Public Lands	Obtain data to capture what is occurring on public land and tailor protection and preservation to those conditions	Primary: CAO	ONGOING
Ensure Highest and Best Use of Public Lands	Be prepared to work with regional partners to consider the sale or exchange of public lands, with a particular focus on trade to foster housing development	Primary: CAO Support: Community Development	ONGOING
Fisheries	Continue to coordinate with CDFW and partners on fishing regulations, sustainable practices, and invasive species (Golden Mussel) management; continue outreach to visitors locally and digitally.	Primary: Sustainable Recreation Support: Economic Development	ONGOING
Public Lands - Recreation and Tourism	Continue to build County Recreation Program capacity to support sustainable recreation and tourism on public lands	Primary: Sustainable Recreation/Public Works Support: Economic Development	ONGOING
Preserve and Protect Public Lands	Engage in advocacy for and investment in recreational public lands, focusing on multiple areas throughout the region	Primary: Economic Development Support: CAO	ONGOING
Public Lands - Recreation and Tourism	Collaborate to expand and promote sustainable recreation and tourism opportunities—such as off-highway vehicle activities—by leveraging county infrastructure, public lands, and funding partnerships to maintain roads and trails.	Primary: Sustainable Recreation/Public Works Support: Economic Development	ONGOING

SAFE AND STABLE HOUSING FOR ALL			
Objective	Action Item	Leads	Time Frame
Address Community Housing Needs at All Levels	Develop a strategy to address community housing needs along a continuum of opportunities, including phases of life and availability of resources	Primary: CAO/Housing Management Analyst Support: Community Development, County Counsel, Public Works, Finance	Summer 2026
Address Community Housing Needs at All Levels	Examine how to maximize housing development on County-owned land	Primary: CAO/Housing Management Analyst Support: Community Development, County Counsel, Public Works, Finance	Summer 2026
Address Community Housing Needs at All Levels	Evaluate the utilization of a housing agency, including considering resurrecting the Housing Authority or partnering with Eastern Sierra Community Housing	Primary: CAO/Housing Management Analyst Support: County Counsel, Finance	Fall 2026
Address Community Housing Needs at All Levels	Determine how best to leverage TOT revenue and one time funds to support community housing needs	Primary: CAO/Housing Management Analyst Support: County Counsel, Finance	Summer 2026
Address Community Housing Needs at All Levels	Aggregate existing data on land use and housing	Primary: CAO/Housing Management Analyst Support: Community Development, County Counsel, Public Works	Summer 2026
Address Community Housing Needs at All Levels	Evaluate staffing models for housing, considering how best to maximize staff capacity to address existing and future needs	Primary: CAO/Housing Management Analyst Support: Community Development, County Counsel, Public Works	JANUARY 2026
Address Shortage of Affordable Housing	Hire a Housing Operations Manager to represent the organization	Primary: CAO/Human Resources	JANUARY 2026
Address Shortage of Affordable Housing	Update BOS policies for affordable housing; including streamlined processes, options to incentivize building of units and targeting a specific number of units within an identified timeline	Primary: CAO/Housing Management Analyst Support: Community Development, County Counsel	ONGOING
Maximize Existing Housing Stock	Rehabilitate and enhance existing housing stock to meet current community needs	Primary: CAO/Housing Management Analyst Support: County Counsel, Public Works	ONGOING
Maximize Existing Housing Stock	Develop strategies to use existing housing as a staff recruitment and retention tool, including exploring buying and managing housing for employees	Primary: CAO/Housing Management Analyst Support: County Counsel	ONGOING
Maximize Existing Housing Stock	Continue to seek and identify housing subsidy programs	Primary: CAO/Housing Management Analyst Support: County Counsel	ONGOING