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County of Mono

Needs Assessment



## Acknowledgements



This Needs Assessment would not have been possible without the help of a number of people from Mono County. While the following list by no means represents all of the many people who participated in this effort, it is our attempt to recognize the primary contributors who helped make this planning effort possible.

The efforts and participation of the following individuals are gratefully acknowledged.

### Board of Supervisors

Tom Farnetti - 1<sup>st</sup> District  
D. "Hap" Hazard - 2<sup>nd</sup> District  
Vicki Magee-Bauer - 3<sup>rd</sup> District  
Bill Reid - 4<sup>th</sup> District  
Byng Hunt - 5<sup>th</sup> District

### Executive Steering Committee

Dave Wilbrecht - County Administrative Officer  
Brain Muir - Finance Director and [County Project Manager](#)  
Jeff Walters - Assistant Director, Public Works  
Rick McManus - Building Official  
Joe Blanchard - Superintendent, Parks & Facilities, Public Works  
William Harry Munyon - [TRG Consulting](#)

### [TRG Consulting](#) Project Team

William Harry Munyon - Project Manager  
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## Executive Summary



**Introduction, Process and Planning Goals.** Mono County's population is projected to increase from 14,833 in 2010 to a population of 22,894 in 2030. This population increase of slightly over 8,000 will bring more development and an increasing demand for county government services. The Board of Supervisors and County Administration had the foresight to plan for the increased demand and commissioned this needs assessment. The primary purpose of this planning effort is to develop a countywide space needs study with recommendations to improve county government provided services to the citizens of Mono County, relieve crowding in county owned spaces (in order to further increase and improve efficiency) and provide an ordered plan for future growth.

At the beginning of this process, a Steering Committee<sup>1</sup> was formed to guide the process and provide input as to the county's needs and desires. This committee has been very active throughout the life of the study, ensuring that the planning effort meets the specific needs and desires of Mono County.

During this planning effort, the consulting team interviewed county department heads or their representatives and, along with members of the Steering Committee, conducted community meetings to solicit local input. Meetings were held with local citizens in:

- Benton
- Bridgeport
- Chalfant
- Crowley Lake

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<sup>1</sup> The Steering Committee for this project consists of Dave Wilbrecht, [County Administrative Officer](#); Brain Muir, [Finance Director](#) and [County Project Manager](#); Jeff Walters, [Assistant Director, Public Works](#); Rick McManus, [Building Official](#); Joe Blanchard, [Superintendent, Parks & Facilities, Public Works](#) and Harry Munyon, [TRG Consulting Project Manager](#).

- June Lake
- Lee Vining
- Mammoth Lakes
- Paradise
- Swall Meadows
- Walker/Coleville

The initial outline for this study was developed during the county's selection process and refined by the Steering Committee as the planning effort progressed. The scope of services for this project is detailed in this needs assessment.

Planning goals were established early and refined throughout the work effort to guide the Steering Committee's decision making. These planning goals were divided into the following major categories:

- Capital Programs
- Cost Savings
- Historic and Cultural Heritage
- Flexibility
- Parking
- Service to Mono County Citizens
- Work Environment

The planning goals are discussed in detail in the body of this report.

**Department Profiles.** An overview of each department is included in this document. These profiles were developed from the following sources:

- An electronic survey completed by each department early in the planning process
- Interviews with department heads
- Numerous discussions with the members of the Steering Committee

- Tours of the spaces currently occupied by each department

The department overviews were used to assist in the preparation of the recommendations developed to meet space needs through the year 2030.

**Staff Projections.** Staff projections began with the establishment of a benchmark from which to derive projections. Once the benchmark was selected, the Steering Committee examined four different statistical projection models:

- Projections based on growth in county population
- Survey results provided by departments and divisions
- An average of the projections based on county population growth and the survey responses
- An average of county population growth and the survey responses

The Steering Committee then selected the model most appropriate for each department or division based on their experience in county government. County department heads reviewed these projections and provided comments where appropriate. Their comments then were reviewed by the Steering Committee and changes were made to the projections as needed.

**Space Need Projections.** Once staffing levels were projected the next step was to project space need based on those staffing levels.<sup>2</sup> To do this the Steering

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<sup>2</sup> While most county departments/divisions lend themselves to this methodology, there are a few departments/divisions where standards cannot be calculated based on staffing numbers. Examples include road yards, ambulance/fire facilities, etc.

Committee earlier approved basic space standards for county positions as well as for support spaces. These space standards were translated into a departmental/divisional space standard for all county departments and divisions.

The resulting departmental/divisional space standard is a number calculated in gross square feet (GSF)<sup>3</sup> that, when multiplied by the staffing number for any given year, results in the gross square footage required for each department or division.

A comparison was developed between the existing square footage for each department or division and the space each department or division would occupy if the approved space standards were met. Almost all departments and divisions do not have adequate space as is common in a number of California counties. This lack of adequate space makes it more difficult for staff to provide efficient service to county citizens.

Space need projections are provided for years 2010, 2015, 2020, 2025 and 2030. As discussed in this report, there is an existing space shortage of slightly less than 42,000 gross square feet (GSF).

**Recommendations.** The primary recommendations include:

- The development of a detailed master plan to implement the final recommendations resulting from this planning effort

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<sup>3</sup> Again, net square footage (NSF) is the useable square footage of the spaces occupied by a department or division including offices, ancillary and support spaces, circulation space, etc. Gross square footage (GSF) is the space required for building systems and includes such things as structure, exterior walls, utility spaces, stairways, elevators, atriums, restrooms, janitors closets and other spaces not assigned to departments or divisions.

- Consolidating county government service locations to allow “one stop” service “shopping” by citizens”
  - Bridgeport (North County)
    - Demolish or remodel and expand Annex I; demolish Mono General Hospital, (as recommended by the Vanir report)
    - Construct a new county government building to house the displaced functions from Annex I (or remodel and expand Annex I) to accommodate expansion for the next two decades<sup>4</sup>
    - Construct a demountable building on the existing Mono General Hospital site to house Public Health and Social Services<sup>5</sup>
    - Construct a new building at the Bridgeport Animal Shelter to house the administration for Animal Control and expand the shelter itself
  - Mammoth Lakes (South County)
    - Relocate Community Development, Environmental Health and Public Health from Minaret Mall to Sierra Center when feasible
- Obtain additional space in Sierra Center as needed
  - Walker/Coleville Area
    - Add workstations and a conference room to the Wellness Center to accommodate county staff to provide local services periodically
- Replace and/or expand of the Mono County Jail and seek construction funding under Phase I, Round 2 of AB 900
- Commission an architectural/engineering analysis of the Walker Community Center as a prelude to the replacement or renovation and expansion of that facility
- Replace (as required) and demolish:
  - Benton District 2 Public Works (PW) Storage
  - Benton District 2 PW Road Shop
  - Benton Senior Center
  - Bridgeport District 4 PW Road Shop
  - Bridgeport Mono General Hospital
  - Bridgeport Paramedics (Medic 7)
  - Chalfant Community Center
  - Lee Vining PW District 3 Road Shop
  - Mammoth Lakes Old Sheriff’s Substation
  - Walker District 5 PW Road Shop

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<sup>4</sup> The county government functions displaced when Annex I is demolished will have to be accommodated until the new county government building is constructed. This phasing will be covered in the master plan and could include temporarily relocating these functions to Memorial Hall, the Mono General Hospital (delaying the demolition), leased modular structures and/or the atrium in Annex II. Probable locations for the new county government building include the current site of Annex I and the adjacent vacant site and the existing site of the old Mono General Hospital. The master planning effort also will analyze siting options and recommend a future site for the new government building.

<sup>5</sup> The existing Social Services Building in Bridgeport will be retained as an historic structure.

**Appendix.** The appendix includes a copy of the electronic survey form along with a copy of the PowerPoint presentation made at the Community meetings.

## Introduction



**Introduction.** Mono County's population is projected to increase from 14,833 in 2010 to a population of 22,894 in 2030. This population increase of slightly over 8,000 will bring more development and an increasing demand for county government services. The Board of Supervisors and County Administration had the foresight to plan for the increased demand and commissioned this needs assessment. The primary purpose of this planning effort is to develop a countywide space needs study with recommendations to improve county government provided services to the citizens of Mono County, relieve crowding in county owned spaces (in order to further increase and improve efficiency) and provide an ordered plan for future growth.

In January 2009, TRG Consulting was commissioned by Mono County to provide these services. Immediately after TRG was selected, a Steering Committee<sup>1</sup> was formed to guide the process and provide input as to the county's needs and desires. This committee has been very active throughout the life of the study, ensuring that the planning effort meets the specific needs and desires of Mono County.

This study began with familiarization tours of county government facilities and the public facilities used by each of the communities within Mono County. Simultaneously, the consulting team interviewed county department heads or their representatives and, along with members of the Steering Committee, conducted community meetings to solicit local input.

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<sup>1</sup> The Steering Committee for this project consists of Dave Wilbrecht, County Administrative Officer; Brain Muir, Finance Director and County Project Manager; Jeff Walters, Assistant Director, Public Works; Rick McManus, Building Official; Joe Blanchard, Superintendent, Parks & Facilities, Public Works and Harry Munyon, TRG Consulting Project Manager.

Meetings were held with local citizens<sup>2</sup> in:

- Benton
- Bridgeport
- Chalfant
- Crowley Lake
- June Lake
- Lee Vining
- Mammoth Lakes
- Paradise
- Swall Meadows
- Walker/Coleville

Following the community meetings, a list of identified space needs for each community was prepared by the consultants and discussed with the Steering Committee. These community space needs then were presented to and discussed individually with the Supervisor elected from that community in at least two separate meetings. At the same time, a list of identified projects for county government facilities was developed based on the information gathered during the tours of departmental spaces and the interviews conducted in each department.

As the study progressed and more information was gathered, the Steering Committee continued to identify, analyze and discuss community and county government space needs. The committee reviewed projected staffing levels as determined by employing at least three different projection algorithms. The committee then selected the projection algorithm most appropriate for each department. As a final step, the staffing projections were reviewed and approved by each department head or their representative.

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<sup>2</sup> A copy of the PowerPoint presentation prepared for the community meetings is included in the appendix of this report.

Subsequently, the staffing projections were used to determine the physical plant space needs for community and county government facilities for the next two decades.

Once the space needs were known, the committee discussed priorities, options and alternatives to meet the county's space needs through 2030 and developed a preliminary set of global recommendations for consideration by the Board of Supervisors. The primary recommendations were developed for presentation at the Board of Supervisors workshop held on June 2, 2009.

At the June 2nd, 2009, workshop, the Board of Supervisors discussed and affirmed the priorities for each of the community projects that were identified during this study.



## Process



**Process.** The initial outline for this study was developed during the county's selection process and refined by the Steering Committee as the planning effort progressed. The scope of services for this project is outlined below.

### Project Start

- Determination of county staff and consultant participation on the Steering Committee to oversee and manage the project (including providing ongoing, interim and final approvals of information for submission to the Board of Supervisors)
- Development of project goals to guide the planning effort
- Development of the electronic survey sent to all county departments and divisions to collect the initial planning information<sup>3</sup>

### Review of Existing County Documents and Information Related to the Planning Effort

### Establishment of Space Standards for County Staff and Support Space

- Review of current space use
- Comparison to space standards in other California counties and universally accepted standards for specific types of space
- Determination of appropriate space standards for Mono County
- Establishment of net-to-gross<sup>4</sup> standards to assist in the determination of building footprints

<sup>3</sup> A copy of the electronic survey form is attached to this document.

<sup>4</sup> Net square footage (NSF) is the useable square footage of the spaces occupied by a department or division including offices, ancillary and support spaces, circulation space, etc. Gross square footage (GSF) is the space required for building systems and

- Development of building gross space standards for each department

### Electronic Survey Analysis, Departmental Visits, Community Meetings and Inventory of Existing Buildings

- Review and analysis of completed surveys
- Visit all County departments to understand their existing physical plant and space requirements
- Conduct meetings in communities as directed<sup>5</sup>

### Interim Presentation to the Board of Supervisors on Project Status and Initial Findings

### Establish Existing Need

- Determination of current space needs based on space standards (i.e. the square footage county departments currently require if their space standards were met)
- Comparison of space need (based on space standards) to the existing available space and illustration of the existing shortfall in needed space

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includes such things as structure, exterior walls, utility spaces, stairways, elevators, atriums, restrooms, janitors closets and other spaces not assigned to a particular department or division. A factor of 1.2 generally is used to convert NSF to GSF throughout this study.

<sup>5</sup> Community meetings were held in Benton, Bridgeport, Chalfant, Crowley Lake, June Lake, Lee Vining, Mammoth Lakes, Paradise, Swall Meadows and Walker/Coleville. Nonetheless, additional citizen input can occur at any time.

### Five, Ten and Twenty-Year Projections for Each Department

- Analysis of historic county population growth over the previous fifty years and development of trend patterns
- Analysis of county data on employee growth by department over the last ten years
- Development of forecasting methods that best fit Mono County
- Forecasting of personnel levels and space needs through 2030

### Development of Recommendations

- Existing need (the evaluation of existing space, need and capacity)
- Needs assessment (the analysis and forecasting of staff and space requirements for each county department that occupies or will occupy space)
- Recommendations to provide needed space; examine and refine the developed recommendations:
  - centralization of appropriate county services to improve service and operational efficiency (“one stop shopping” for citizens in North County and South County)
  - decentralization of appropriate services for better service throughout the county (e.g. ambulance stations, Sheriff’s sub-stations, selected health and human services, selected social services, etc.)
  - future use, demolition or disposition of owned facilities
  - potential for future expansion in the most cost effective manner (current and future locations)
  - historical and cultural considerations of county owned facilities

- Development of selected recommendations from the analysis of options and alternatives
- Development of a plan of action for milestone years 2015, 2020 and 2030

### Final Presentation to the Mono County Board of Supervisors

## Planning Goals



**Planning Goals.** The following project goals were developed by the Steering Committee early in the project and refined throughout the life of the project.

### Capital Programs

- Provide the basic information required to develop Mono County's annual Capital Improvement Plan (CIP).
- Provide an electronic inventory of County owned and leased buildings with a detailed profile for each building.
- Use design guidelines in the General Plan on future capital projects. Include historic concerns and environmentally friendly building principles.
- Future facility design should recognize the importance of County government and government's role in providing services to the citizens of Mono County.
- The needs assessment should support the General Plan.
- The appropriate level of Leadership in Energy and Environmental Design (LEED) certification should be sought for all new County buildings unless documentation and/or implementation is cost prohibitive.

### Cost Savings

- Reduce dependence on leased space where appropriate and where permitted by outside income requirements. Make every effort to minimize long-term lease expenditures that do not provide a return to the County.

- Reduce maintenance and operational costs by divesting the County of energy "hogs" and facilities that are expensive to maintain and operate.

### Historic and Cultural Heritage

- Recognize the importance of the historic and cultural significance of the County of Mono and insure that the planning effort does not detract from that heritage.

### Flexibility

- Provide a flexible plan to accommodate unforeseen circumstances.
- Develop a master space plan that easily accommodates the integration of future planning efforts (e.g. hospital and jail planning).
- The plan should take into consideration the potential for future changes in technology and the increasing potential of e.government.

### Parking

- Plan for adequate parking for citizens interacting with County government and for County employees.
- Plan for adequate parking for visitors to the County.
- Integrate parking unobtrusively into the historic and cultural context where appropriate.

### Services to the Citizens of Mono County

- Enhance services to the citizens of Mono County.
- Plan for the development of e.government interface where appropriate (e.g. permit requests, information

requests, filing documents, paying fees, etc.). Determine the appropriate location of e.government kiosks.

- Centralize government services to increase operational efficiency and reduce costs wherever possible. Promote “one stop shopping” to allow County citizens to conduct the majority of similar business transactions at a single location. Multiple “single locations” may be required (e.g. one location in North County and one location in South County).
- Decentralize selected government services where appropriate to improve service delivery throughout the County.
- Ensure adequate public transportation access to County facilities.
- Future building design and character should be consistent with the existing design and character of the community in which it is constructed. Future construction should enhance the value of the community while serving current and future needs.

#### Work Environment

- County employees should be provided with a professional work environment that allows them to work efficiently and comfortably.
- The work environment should reflect the professionalism of County staff.



**OVERVIEW OF DEPARTMENTS**

Space need surveys were completed to gain substantial information on each department and the department's associated divisions. The surveys provided historical and current information regarding personnel, growth, space, security, visitors, location, layout, records and parking. The survey instruments used are included in Appendix A-1. In addition to the survey, the consulting team conducted personal interviews with key representatives from each department or division to review the contents of the survey and to discuss specific concerns.

Individual department profiles, based on the surveys and personal interviews, are presented in the following sections. The profiles include a description of the department's function, key workload indicators, location factors and key issues/needs associated with the space occupied at the time of this study. The consulting team divided the county departments into the five groups: Administration, Criminal Justice, Development/Regulatory, Finance and Health & Human Services.

Profiles were created for the following departments and divisions:

Administration

- Board of Supervisors
- Clerk/Recorder
- County Counsel
- County Administrator's Office
- Information Technology

Criminal Justice

- Child Support
- District Attorney
- Probation
- Public Defender

• Sheriff-Coroner

- Sheriff's Administration
- Jail
- Sheriff's Substations
- Search & Rescue

Development/Regulatory

- Animal Control
- Community Development
- Economic Development
- Public Works
  - Road Shops

Finance

- Assessor
- Auditor/Controller
- Treasurer/Tax Collector

Health & Human Services

- EMS
- Environmental Health
- Mental Health
- Museums
- Public Health
- Social Services



## Board of Supervisors

*Mono County Courthouse  
Bridgeport, California 93517*



*The Mono County Board of Supervisors meets on the second floor of the historic courthouse built in 1881. The Mono County Courthouse is on the National Register of Historic Places.*

## Board Offices

*Mono County Courthouse  
Bridgeport, California 93517  
and  
Sierra Center, 3rd Floor  
Mammoth Lakes, California 93546*

**Department Function.** The Board of Supervisors provides overall direction to the County. The Board acts as a forum for identifying the needs and desires of citizens, developing community consensus and for actively matching those needs with available County resources. The Board sets policies and exercises administrative control over County activities, and acts as an Appeals Board in regard to decisions of the Planning Commission.

The Clerk of the Board directs the business functions of the Board including preparing public notices, responding to inquiries from the public and county staff and addressing departmental budget matters.

**Key Workload Indicators.** The number of supervisors is mandated by law and set at five. Factors that have the greatest impact on the number of staff that support the Board include growth in county population and changes in legislation mandating certain services be provided. Board staff interacts on a daily basis with the Supervisors, staff from the CAO's office and County Counsel.

**Location Factors.** The Board of Supervisors must, by law, be located in the county seat. The current location meets this requirement; however, weather conditions and distance make it difficult for some citizens to attend meetings in Bridgeport. To overcome this limitation, the Board meets in the evening at various Mono County Community Centers on the third Tuesday of each month.

**Adjacency Requirements.** The Supervisors and staff representing the Supervisors have daily face-to-face interaction with:

- Clerk - Recorder - Registrar - Clerk of the Board

- County Administrative Officer

Supervisors and staff have face-to-face interaction at least once a week with:

- County Counsel
- Finance Director

**Space Issues.** Private offices are recommended for each Supervisor (one office in Bridgeport and four offices in Mammoth Lakes).

## County Administrator's Office

Annex I, 1<sup>st</sup> Floor  
 Bridgeport, California 93517  
 and  
 Sierra Center, 3<sup>rd</sup> Floor  
 Mammoth Lakes, California 93546



The County Administrator's Office is located on the 1<sup>st</sup> Floor of Annex I in Bridgeport.



The County Administrator's Office is located in the Sierra Center on the 3<sup>rd</sup> Floor in Mammoth Lakes.

**Department Function.** The County Administrator's Office is responsible for the general administration and coordination of county operations and programs.

This office is under the direction of the County Administrative Officer (CAO) and is responsible to the Board of Supervisors for the proper and efficient administration of the County. The CAO's office is directly responsible for Human Resources and Risk Management. In addition the office supervises all County departments with the exception of the elected offices of the Assessor, District Attorney and the Sheriff. Specific duties of the CAO include:

- Coordinate the work of all offices and departments, both elective and appointive, and devise ways to achieve efficiency and economy in all County operations;
- Formulate and present to the Board of Supervisors plans to implement policies and accomplish goals established by the Board;
- Recommend an annual budget after reviewing requests for County funds from all departments and agencies for which the Board is responsible;
- Responsibility for the administration of the County budget after its adoption by the Board of Supervisors;
- Provide in-depth analyses and review of all County programs on a regular basis in such a manner that the Board of Supervisors may make policy decisions;
- Provide and implement systems of adequate checks and controls to safeguard County monies and property;
- Work with all other government entities, Federal, state, regional and local, in the best interest of the County;

**Key Workload Indicators.** Changes in legislation, technology and in operational procedures will continue to have the greatest impact on personnel growth within the County Administrator's Office. Growth within this department also is driven by an increase in duties assigned by the Board of Supervisor's or by changes in regulatory requirements. The complexity and increase of mandated or required tasks would result in growth, as does the necessity to have offices in Bridgeport and Mammoth Lakes. Finally, organizational changes to more efficiently serve the citizens of Mono County may result in additional growth.

**Location Factors.** The CAO's office should to be in reasonable proximity to other county departments as well as to community groups and other entities. This requires that the CAO maintain office space in Bridgeport and Mammoth Lakes. Ease of public access is required.

**Adjacency Requirements.** The CAO and his staff have daily face-to-face interaction with:

- Auditor - Controller
- Clerk - Recorder - Registrar - Clerk of the Board
- County Counsel
- Human Resources (within the CAO's office)

The CAO and his staff have face-to-face interaction at least once a week with:

- Animal Control
- Assessor
- Board of Supervisors
- Child Support



- Community Development (Building, Compliance, and Planning Divisions, as well as Commissions and Committees)
- Economic Development
- EMS
- Environmental Health
- Public Health
- Sheriff-Coroner
- Social Services

**Space Issues.** Larger offices (one office in Bridgeport and one in Mammoth Lakes) are required for the CAO to allow a conference area in the office that will accommodate eight). A dedicated CAO's conference room to accommodate sixteen to twenty is required in Bridgeport and in Mammoth Lakes. Additional dedicated storage is required in both locations.

## Clerk-Recorder-Registrar- Clerk of the Board

Annex I, 1<sup>st</sup> Floor  
Bridgeport, California 93517



The Clerk/Recorder's Office is located on the 1<sup>st</sup> Floor of Annex I in Bridgeport.

**Department Function.** This department provides the following services:

- Clerk: passports, certified copies of birth/death records, marriages
- Recorder: record and maintain property documents
- Registrar: voter registration, elections
- Clerk of the Board: prepare agendas, attend Board meetings, prepare minutes

**Key Workload Indicators.** Population growth, changes in legislation and in operational procedures will continue to have the greatest impact on personnel growth. The need for services in Mammoth Lakes most likely will increase over the next decade.

**Location Factors.** The current location resulted from the requirement for a larger vault.

**Adjacency Requirements.** Clerk/Recorder staff has daily face-to-face interaction with Elections.

This department's staff has face-to-face interaction at least once a week with:

- Board of Supervisors
- Community Development (Building Division, Compliance Division, Planning Division, Commissions and Committees)
- County Administrative Office
- County Counsel

**Space Issues.** The need for services in Mammoth Lakes may require office space in that location in the near future.

The location of the mailroom in Bridgeport bisects the other activities of this department resulting in an inefficient operation. Consideration should be given to relocating the Registrar of Voters/Elections function to secure office/ warehouse type space.

Secure space is required for the storage of elections equipment and material.

## County Counsel

*Mono County Courthouse, 1<sup>st</sup> Floor  
Bridgeport, California 93517  
and  
Sierra Center, 3rd Floor  
Mammoth Lakes, California 93546*



*County Counsel's office is located on the 1<sup>st</sup> Floor of the Mono County Courthouse in Bridgeport.*



*County Counsel's Office is located in the Sierra Center on the 3<sup>rd</sup> Floor In Mammoth Lakes.*

**Department Function.** The Office of County Counsel serves as the chief legal counsel to the Board of Supervisors as well as to all County departments, boards and commissions created by the Board. County Counsel's office also advises and represents, on a courtesy or contract basis, certain outside groups (e.g. special districts and other local government agencies in the County). This office oversees and provides defense in litigation.

**Key Workload Indicators.** Litigation increases as county departments and programs grow. As a result, the Office of the County Counsel grows in proportion to county staff growth and the increase in county programs. Other factors that affect the staffing levels of this department include changes in legislation, operational procedures and funding. The complexity of tasks performed and the variety of tasks assigned may result in growth, as does the necessity to have offices in Bridgeport and Mammoth Lakes.

**Location Factors.** For maximum efficiency, the Office of the County Counsel should be located in close proximity to the Board of Supervisors, the County Administrative Office and the Courts.

**Adjacency Requirements.** County Counsel and his staff have face-to-face interaction at least once a week with:

- Assessor
- Auditor - Controller
- Board of Supervisors
- Clerk-Recorder-Registrar-Clerk of the Board

- Community Development (Building, Compliance, and Planning Divisions, as well as Commissions and Committees)
- County Administrative Office
- Economic Development
- Human Resources
- Information Technology
- Mental Health
- Public Works
- Social Services
- Treasurer-Tax Collector

**Space Issues.** The current staffing level of County Counsel's office is sufficient for time-sensitive, critical needs. Staffing is not sufficient for less urgent needs (e.g. drafting and amending various County ordinances and policies). If staffing levels increase to accommodate such tasks (e.g. drafting a records retention policy, etc.) additional office space will be required.

## Information Technology

*Annex II, 2<sup>nd</sup> Floor  
Bridgeport, California 93517  
and  
Sierra Center, 2<sup>nd</sup> Floor  
Mammoth Lakes, California 93546*



*Information Technology is located on the 2<sup>nd</sup> Floor in Annex II in Bridgeport.*



*In Mammoth Lakes, Information Technology is located on the 2<sup>nd</sup> Floor in the Sierra Center.*

**Department Function.** The Information Technology (IT) Department provides a wide variety of centralized information technology services to all county departments. These services range from PC purchase and repair to network and database services. Services provided include:

- consultation services, such as technical planning, technical and service needs development and feasibility studies;
- centralized server operations and technical support;
- systems applications and programming;
- network support and management;
- procurement of IT equipment and software applications;
- IT security operations;
- desktop hardware and software support;
- end-user support;
- video conferencing;
- sound systems; and
- computer forensics.

**Key Workload Indicators.** Changes in legislation, technology and in operational procedures will continue to have the greatest impact on personnel growth. Departmental staff growth also is driven by an increase in duties assigned by the Board or by regulatory changes. The complexity of tasks performed by IT personnel and the continued advancements in technology drive department growth. For the department to remain efficient and respond to service needs quickly, it is important that IT offices are located in both Bridgeport and Mammoth Lakes.

**Location Factors.** IT staff usually goes to other departments to provide service. As a result staff can function more efficiently if they are located close to the majority of their customers (i.e. in a central location in Bridgeport and in the Sierra Center in Mammoth Lakes).

**Adjacency Requirements.** The IT staff has daily face-to-face interaction with:

- Assessor
- Auditor–Controller
- Building Division
- Community Development
- Economic Development
- Sheriff-Coroner
- Treasurer/Tax Collector

The IT staff has face-to-face interaction at least once a week with:

- Career Services Center
- Child Support Services
- County Administrative Officer
- County Counsel
- Health Department
- Human Resources (within the CAO’s office)
- Planning Division
- Social Services

**Space Issues.** Additional office space (in Bridgeport and in Mammoth Lakes) is required to as staff

increases. Space for an IT Lab is needed in Bridgeport. Additional dedicated storage is required in both locations.

Security should be enhanced to protect server farms, new computer equipment and spare parts in IT spaces.



## Child Support (Eastern Sierra Child Support)

Sierra Center, 3<sup>rd</sup> Floor  
Mammoth Lakes, California 93546



Child Support is located in the Sierra Center on the 3<sup>rd</sup> Floor in Mammoth Lakes.

**Department Function.** The mission of Eastern Sierra Child Support services is to improve the financial well being of the children in Mono County by:

- increasing public awareness of the scope and availability of child support services;
- educating the community about the importance to children and parents of establishing paternity; and
- by obtaining and enforcing orders for paternity, child support and health insurance.

This department is entirely state and Federally funded.

**Key Workload Indicators.** Funding for Child Support is decreasing and it appears that staff from this department will be absorbed into other departments. In addition, it is anticipated that Child Support staff throughout California will be centralized. Changes in legislation, decreasing and reallocated state funding along with automation will result in the eventual dissolution of this department. It is estimated that staff will decrease from five currently, to three in 2015, two in 2020, one in 2025 and that the department will cease to exist by 2030.

**Location Factors.** The current location of Child Support staff works well because of the proximity to the Superior Court and Social Services in Mammoth Lakes. This department must be easily accessible to the public.

**Adjacency Requirements.** Child Support staff has daily face-to-face interaction with:

- Superior Court
- Social Services

**Space Issues.** As indicated, space needs will decrease for this department. Thus, the existing office space is adequate to meet the needs of Child Support staff for the foreseeable future.

Security improvements are needed to protect staff (e.g. barriers, alarm devices, etc.). A significant number of their clients are angry and hostile. A number of their clients have criminal records.

## District Attorney

*Mono County Courthouse, 1<sup>st</sup> Floor  
Bridgeport, California 93517  
and  
Sierra Center, 2<sup>nd</sup> Floor  
Mammoth Lakes, California 93546*



*The District Attorney's office is located on the 1<sup>st</sup> Floor of the Mono County Courthouse in Bridgeport.*



*The District Attorney's office is located in the Sierra Center on the 2<sup>nd</sup> Floor In Mammoth Lakes.*

**Department Function.** The District Attorney (DA) is the public prosecutor. It is the mission of the DA's Office to promote and protect public peace and safety, to prosecute criminal conduct and to seek justice. The responsibility of representing the people's interest by fair and equitable application of the law rests with the DA and his assigned staff. Truth, fairness and justice guide each prosecutor as they exercise authority and discretion on behalf of the community. It is the responsibility of the DA's office to be certain that all persons involved in the criminal justice system are treated with fairness, dignity and respect.

The District Attorney Victim/Witness Assistance program is statutorily authorized to provide comprehensive services to victims and witnesses pursuant to Penal Code Section 13835. Victim/Witness staff provide crisis intervention, emergency response, resource and referral counseling, orientation to the criminal justice system and other services to victims of, and witnesses to, crime.

**Key Workload Indicators.** Significant factors that have the greatest impact on staff requirements include population growth, changes in legislation and the use of technology (including additional information requirements levied by the courts and the state). The DA's caseload also depends on the level of criminal sophistication and activity occurring within the County.

**Location Factors.** Interaction occurs on a daily basis with the Sheriff's Department and Mono County Jail staff and inmates. Proximity to Superior Court facilities and public access also are important.

**Adjacency Requirements.** The District Attorney and his staff have face-to-face interaction at least once a week with:

- County Counsel
- Probation
- Public Defender
- Sheriff (including jail)
- Superior Court

**Space Issues.** The District Attorney recently moved into new space in Mammoth Lakes. Including the space in Bridgeport, the DA has adequate space to meet the office's needs through 2030.



## Probation Department

*Probation Department Building  
Bridgeport, California 93517  
and  
Sierra Center, 3<sup>rd</sup> Floor  
Mammoth Lakes, California 93546*



*The Probation Department office in Bridgeport.*



*In Mammoth Lakes, the Probation Department is located in the Sierra Center on the 3<sup>rd</sup> Floor.*

**Department Function.** The Probation Department is responsible for all probation operations. Under the direction of the Chief Probation Officer, and the jurisdiction of the Superior Court, this department provides a variety of services to the community, schools and law enforcement including:

- Providing reports to the court on offenders (juvenile and adult) awaiting sentencing;
- Field supervision of offenders released on probation within the County; and
- Administering special programs.

**Key Workload Indicators.** Juvenile and adult crime rates, growth in population, changes in legislation and associated changes in operational procedures affect staffing. Federal, state and local funding also is a factor in the Probation Department's ability to serve the citizens of Mono County.

**Location Factors.** The Probation Department has a presence in Bridgeport and Mammoth Lakes. Staff travels between the two offices as needed, depending on the court schedule, currently Monday and Wednesday in Mammoth Lakes and Tuesday and Thursday in Bridgeport. On Fridays employees tend to work in the office closest to their homes. There is adequate room to expand the Mammoth Lakes office as necessary.

Frequent interaction occurs with staff from the Auditor/Controller, Mental Health, the District Attorney's Office, the DA's Victim/Witness staff, the Public Defender and the Sheriff's Department (including staff at the County Jail). Additionally, somewhat frequent interaction occurs with the Superior Court, the school system, the Mammoth Lakes Police Department, Social Services, the California Highway Patrol, Fish & Game,

Parole (Youth Authority and California Department of Corrections and Rehabilitation), the Forest Service and other county offices. Staff must be accessible to the public and have reasonable access to their client base.

**Adjacency Requirements.** Probation Department staff has daily face-to-face inter-action with:

- District Attorney
- Sheriff's Department (including jail staff)

Staff has face-to-face interaction at least once a week with:

- Auditor – Controller
- Human Resources
- Social Services
- Superior Court

**Space Issues.** By 2025, there is the possibility that there will be a need for a juvenile hall in Mono County.

The Bridgeport office administrative area requires expansion to accommodate additional staff required for efficient operation. Additional storage space is needed. In the future it may be desirable to have at least a part time Probation Department presence in the Walker/ Coleville area

Security needs to be enhanced at the front door to the Bridgeport office. Currently staff is forced to keep the front door locked and, because the door is solid, staff cannot know whether the person seeking entrance is a threat. In the new spaces in Mammoth Lakes there is a barrier between line staff and clients; however, administrative staff, some of which supervise clients, has no security. Clients have free access directly into the administrative area.

## Public Defender

Mono County Courthouse,  
Bridgeport, California 93517  
and  
Sierra Center,  
Mammoth Lakes, California 93546



*Public Defenders will provide services in the Mono County Courthouse in Bridgeport.*



*In Mammoth Lakes, Public Defenders will provide their services in the Superior Courts located in the Sierra Center.*

**Department Function.** The Public Defender’s office provides legal services to the citizens of Mono County that cannot afford their own attorney.

**Key Workload Indicators.** The factors that have the greatest impact on staff requirements include population growth as well as changes in legislation and the use of technology (including additional information requirements levied by the courts and the state). The Public Defender’s caseload also depends on the level of criminal activity and criminal sophistication.

**Location Factors.** The Public Defender has a presence in Bridgeport and Mammoth Lakes. Interaction occurs on a frequent basis with Probation, the Sheriff’s Department as well as with staff and inmates at the Mono County Jail. Proximity to Superior Court facilities and public access are important.

**Adjacency Requirements.** The Public Defender’s staff has face-to-face interaction at least once a week with:

- District Attorney
- Probation
- Sheriff (including jail staff and inmates)
- Superior Court

**Space Issues.** This may become a new department in Mono County in the future. Currently public defenders are retained on a contract basis.

Security is an issue in larger California counties as some defendants have become violent in Public Defender’s offices. (Contract Public Defenders should

make every effort to identify these individuals before they are interviewed.)

It is projected that the Public Defenders will increase from the three currently under contract to seven from 2015 through 2025 and increase to ten by 2030.

## Sheriff's Department

*Sheriff's Department  
Bridgeport, California 93517*

*Sheriff's Superior Court Office  
Bridgeport, California 93517*

*Sheriff's Superior Court Office  
Mammoth Lakes, California 93546*

*Crowley Lake Substation  
Crowley Lake, California*

*June Lake Substation  
June Lake, California*

*Sheriff's Search & Rescue  
Mammoth Lakes, California 93546*



*Sheriff's Department in Bridgeport.*



*Superior Court in Bridgeport.*

**Department Function.** The mission of the Sheriff's Department is to provide law enforcement services for the residents and visitors of Mono County. Law enforcement services are determined by:

- California law;
- the ordinances of Mono County; and
- the needs of citizens and visitors (including search and rescue operations).

Services include:

- providing patrol support in unincorporated portions of Mono County;
- investigating criminal activities;
- operating the County Jail, which holds pre-trial and sentenced inmates;
- conducting search and rescue operations; and
- providing for civil processes and coroner services.

**Key Workload Indicators.** Factors that affect staffing levels include:

- county population growth;
- crime rate and sophistication;
- changes in legislation, operational procedures or workload; and
- changes in federal, state and local funding.

**Location Factors.** The Sheriff's Department must be accessible to the public. The Department and the Mono County Jail are located in Bridgeport. Additionally, the Sheriff has Superior Court offices in Bridgeport and Mammoth Lakes as well as substations in Crowley Lake

and June Lake. The Sheriff's Search & Rescue facility is located in Mammoth Lakes.

Interaction occurs with staff from:

- the District Attorney's Office
- the Public Defender's Office
- the Superior Court
- the Mammoth Lakes Police Department
- Social Services,
- the California Highway Patrol
- Fish & Game
- Probation
- Parole (Youth Authority and California Department of Corrections)
- County Fire
- EMS,
- the Forest Service
- various other county offices.

**Adjacency Requirements.** At the county level, Sheriff's Department staff has at least weekly interaction with:

- Auditor–Controller
- Board of Supervisors
- County Administrative Officer
- County Counsel
- District Attorney
- Human Resources
- Probation



*Superior Court in Mammoth Lakes.*

- Social Services
- Superior Court

**Space Issues.** Mono County Jail facilities should be replaced and/or remodeled and expanded in locations to be determined. The ongoing Title 24 Jail Needs Assessment will determine future jail needs and allow the county to apply for jail construction funding under AB 900, Phase I, Round 2. Once the future of the jail is determined (including location or locations), the expansion or replacement of the Sheriff's administrative spaces can be planned.

In Bridgeport, a parking lot expansion currently is needed. This expansion should provide covered parking for sixteen official and emergency response vehicles.

The construction of a Benton/Hamill Valley Sheriff's Substation and a new Search and Rescue facility in Mammoth Lakes are planned for completion in the next twenty years.



*Sheriff's Crowley Lake Substation.*



*Sheriff's June Lake Substation.*



*Sheriff's Search & Rescue facility, Mammoth Lakes.*



## Animal Control

Old County Hospital  
Bridgeport, California 93517

## Animal Shelters

Bridgeport, California 93517  
and  
Benton Crossing, California 93546



The Bridgeport Animal Shelter.



The Animal Shelter at Benton Crossing.

**Department Function.** The mission of Animal Control is to provide for the safety of the public and protect public health. Staff oversees animal welfare through the enforcement of local and state animal control and humane laws. The department provides:

- an active rabies control and enforcement program;<sup>1</sup>
- for the proper housing and care of impounded animals (animal shelters) including a stray animal program and an animal bite reporting system; and
- education, enforcement and resources to promote spaying/neutering of pets.

Animal Control is an unfunded, state-mandated program and is responsible for enforcing all animal regulations in Mono County.

**Key Workload Indicators.** Factors that could have the greatest impact on personnel requirements include:

- growth in county population; and
- changes in legislation, operational procedures or workload.

**Location Factors.** Animal shelters should be in reasonable proximity to the populated areas of the county. This requires that they be located near populated areas in North County (Bridgeport) and South County (Benton Crossing). Ease of public access is required.

<sup>1</sup> This program includes a surveillance program to administer and enforce the provisions of California rabies control laws and regulations. Additionally, Animal Control provides annual, low cost rabies vaccination clinics throughout the county.

**Adjacency Requirements.** Animal Control staff patrol the county and respond to calls for services. Staff has face-to-face interaction at least once a week with:

- Animal Control in surrounding counties
- Auditor - Controller
- Economic Development
- EMS
- Environmental Health
- Human Resources (CAO's office)
- Public Health
- Sheriff-Coroner
- Treasurer - Tax Collector

**Space Issues.** To improve efficiency, administrative staff offices should be located at the Bridgeport Animal Shelter. This would permit the Bridgeport Animal Shelter to be open fulltime and provide coverage for at least that shelter when the department is short staffed. Additional construction at the Bridgeport Animal Shelter is required to house the administration for Animal Control and expand the shelter as needed:

- Construct adequate private office space (four) and workstations (four for ACO use) adjacent to the existing animal shelter
- Provide an outdoor feline area
- Provide a feline quarantine area
- Construct euthanization space
- Divide fenced area for separation of animals as necessary
- Provide a conference/meeting room to accommodate ten

- Provide shade structure for outdoor area
- Construct additional animal enclosures
- Provide socialization space to assist in adoptions
- Provide expanded staff spaces including an office for volunteers
- Construct dog run improvements
- Provide additional storage
- Construct treatment facilities

Secure parking is required for five ACO trucks.

In the 2030+ timeframe, similar improvements will be needed at the Benton Crossing Animal Shelter (less the administrative staff spaces).

If the southern end of the county expands sufficiently, a small animal shelter may be required in the Benton/Chalfant area to improve services to the citizens in that part of the county. This also will reduce the time and costs associated with transporting impounded animals back to the Whitmore shelter on Benton Crossing Road.

Currently, security for Animal Control staff located in the Old County Hospital is inadequate because of the direct access available to anyone entering the building. Staff has received threats from a homeland terrorist group (ALF). A barrier is needed between staff and visitors to allow staff to determine if a threat exists before allowing any visitor to enter staff spaces.

## Community Development

*Annex I  
Bridgeport, California 93517  
and  
Minaret Mall , 2<sup>nd</sup> Floor  
Mammoth Lakes, California 93546*



*Community Development staff is located on the 1<sup>st</sup> Floor in Annex I in Bridgeport.*



*In Mammoth Lakes, Community Development staff is located in Minaret Mall on the 2<sup>nd</sup> Floor.*

**Department Function.** The Mono County Community Development Department (CDD) provides a variety of planning and development services for the unincorporated territory of Mono County. Some limited CDD services also are provided within the town of Mammoth Lakes. In addition to providing traditional general planning, environmental review, development permits, building permits and code compliance functions, the CDD provides staff services for the Local Agency Formation Commission, Land Development Technical Advisory Committee, the Local Transportation Commission, the Airport Land Use Commission, numerous Regional Planning Advisory Committees, the June Lake Citizens Advisory Committee and the Mono County Collaborative Planning Team.

In the Mammoth office, staff also provides County Clerk and tax collection services (i.e. issuing business licenses and marriage licenses, collecting taxes and providing election services).

**Key Workload Indicators.** Growth in population and an increase in development along with changes in Federal, state and local funding will continue to have the greatest impact on personnel growth.

**Location Factors.** The County’s goal is to locate departmental staff so they easily can provide services to the citizens of Mono County. This requires that Community Development staff be located in Bridgeport and Mammoth Lakes to serve North and South County respectively. Ease of public access is required. The long-term goal is to provide a “one-stop” permit center for all development projects.

**Adjacency Requirements.** Community Development staff has face-to-face interaction at least once a week with:

- Community Development Divisions within the department (Building Division, Compliance Division, Planning Division, Commissions and Committees)

Community Development staff have face-to-face interaction at least once a week with:

- Assessor
- Auditor - Controller
- Board of Supervisors
- Clerk - Recorder - Registrar - Clerk of the Board
- County Administrator’s Office
- County Counsel
- Elections
- Environmental Health
- Health Department
- Information Technology
- Tax Collector/Treasurer

**Space Issues.** The county plans to consolidate county government service locations in Bridgeport and Mammoth Lakes to allow “one stop shopping” services to local citizens (this will fulfill the Community Development goal of a “one-stop” permit center). In Bridgeport, permitting agencies already are located in close proximity to each other. In Mammoth Lakes, Community Development and Public Health eventually will be relocated from Minaret Mall to Sierra Center. Additional space will be leased or purchased in Sierra Center as needed.



## Economic Development

Sierra Center, 3<sup>rd</sup> Floor  
Mammoth Lakes, California 93546



In Mammoth Lakes, Economic Development is located in the Sierra Center on the 3<sup>rd</sup> Floor.

**Department Function.** The Economic Development Department:

- oversees, administers and regulates energy development projects within the policy guidelines of the Board of Supervisors and the requirements of use permits and law
- acts as liaison with state water agencies
- serves as grants administrator and staff advisor to the Tri-Valley Groundwater Management District, as well as staff representative to the Walker River Water Users Association.

The department enhances the economic base of Mono County through job creation, promoting tourism and presenting Mono County as a highly desirable place to conduct business.

Economic Development staff collaborates with various agencies, organizations and individuals to formulate creative solutions to economic issues and constraints and strives to develop new ideas for economic opportunities.

The Economic Development Department supplies staff support to:

- Central Sierra Marketing Group
- Coalition for Urban/Rural Environmental Stewardship (CURES)
- High Sierra Visitors Council
- Interagency Visitors Center Board
- Grant Procurement and Administration
- Public Information Officer
- Regional Planning Advisory Committees
- Local Chambers of Commerce
- Mono County Tourism/Film Commission

**Key Workload Indicators.** The use of technology and changes in Federal, state and local funding along with changes in the tourism budget will continue to have the greatest impact on personnel growth

**Location Factors.** The Economic Development Department is located in the area of the largest population base and in the area most likely to experience the greatest amount of development.

**Adjacency Requirements.** Economic Development staff has daily face-to-face interaction with:

- Auditor – Controller
- Mono County Tourism Commission

Departmental staff has face-to-face interaction at least once a week with:

- Community Development (Planning Division, Commissions and Committees)
- County Administrative Officer

**Space Issues.** The department is located in newly remodeled office space in the Sierra Center. The department head does not anticipate any further growth that would require additional space.

The installation of a video teleconferencing capability is in progress.

Security is required for computers and audio-visual equipment.

**Public Works**

*Annex I, 2<sup>nd</sup> Floor  
Bridgeport, California 93517*

**Public Works Facilities**

*Maintenance Shop, Bridgeport, California 93517  
Parks and Facilities Shop, Bridgeport, California 93517  
Landfill, Benton Crossing, California 93546*

**Public Works Road Shops**

*Benton, California 93517  
Bridgeport, California 93517  
Crowley Lake, California  
Lee Vining, California 93546  
Walker, California*



*Public Works Administration is located on the 2<sup>nd</sup> Floor of Annex I in Bridgeport.*

**Department Function.** The Department of Public Works performs the statutory duties of County Surveyor, Director of Transportation and Floodplain Administrator for Mono County. Public Works also administers a broad range of functions in the county, including parks and facilities maintenance, the Capital Improvement Program (CIP), road and bridge maintenance, land development review, solid waste program (including landfill operations), airport operations and maintenance, cemetery operations and maintenance, fleet administration and maintenance and Lundy Campground operation and maintenance. In addition, Public Works staff:

- Perform county surveyor functions and process land development projects, such as parcel maps, tract maps, records of surveys, lot line adjustments, etc.
- Maintain all county buildings, parks, campgrounds, airports, cemeteries, etc.
- Work with all other government entities, federal, state, regional and local, in the best interest of the county;

**Key Workload Indicators.** Changes in operational procedures and Federal, state or local income will continue to have the greatest impact on personnel growth. The department’s workload specifically depends on activity in the development market, available funding for the Capital Improvement Plan (CIP) and state funding for road maintenance.

**Location Factors.** The Public Works administrative office should to be in reasonable proximity to County Counsel and Risk Management (in the CAO’s office). Public Works Road Shops should be strategically located to provide services throughout the county. (Currently road shops are located in Benton, Bridgeport,

Crowley Lake, Lee Vining and Walker. A new road shop is planned for June Lake in the 2020 – 2030 timeframe.)

**Adjacency Requirements.** Public Works staff has daily face-to-face interaction with:

- Auditor – Controller
- Community Development (Planning Division)
- County Administrative Officer
- County Counsel
- Human Resources (within the CAO’s office)
- Treasurer – Tax Collector

Departmental staff has face-to-face interaction at least once a week with:

- Board of Supervisors
- Clerk - Recorder - Registrar - Clerk of the Board
- Community Development (Building Division)
- Environmental Health
- Sheriff – Coroner

**Space Issues.** Additional offices with adequate layout space are required for supervisors. The administrative office should be remodeled to accommodate staff growth and to locate supervisors in close proximity to support staff.

Public Works



*Benton Road Shop.*



*Bridgeport Road Shop.*



*Crowley Lake Road Shop.*

The following public works facilities are recommended for renovation or demolition and replacement:

- Benton District 2 Storage (2020 – 2030 timeframe)<sup>1</sup>
- Benton District 2 Road Shop (2020 – 2030 timeframe)<sup>2</sup>
- Bridgeport District 4 Road Shop (2015 – 2020 and 2020 – 2030 timeframe)<sup>3</sup>
- Lee Vining District 3 Road Shop (2010 – 2015 timeframe)<sup>4</sup>
- Walker District 5 Road Shop (2015 – 2020 timeframe)<sup>5</sup>

Two additional storage facilities (locations to be determined) will be required in the 2030+ timeframe.

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<sup>1</sup> Benton District 2 Storage is scheduled for demolition and replacement.

<sup>2</sup> The Benton Road Shop is scheduled for demolition and replacement.

<sup>3</sup> A sewer extension or drain field is planned for the District 4 Road Shop in Bridgeport in the 2015 – 2020 timeframe and an upgrade is scheduled for the 2020 – 2030 timeframe.

<sup>4</sup> The Lee Vining Road Shop is scheduled for upgrade (e.g. provide fencing and landscaping to screen Public Works road shop from public view, etc.) or relocation and demolition.

<sup>5</sup> The Walker Road Shop is scheduled for an upgrade.

Public Works



*Lee Vining Road Shop.*



*Walker Road Shop.*



**Assessor**

*Annex II, 2<sup>nd</sup> Floor  
Bridgeport, California 93517  
and  
Sierra Center, 3<sup>rd</sup> Floor  
Mammoth Lakes, California 93546*



*The Assessor is located on the 2<sup>nd</sup> Floor in Annex II in Bridgeport.*



*In Mammoth Lakes, the Assessor's office is located in the Sierra Center on the 3<sup>rd</sup> Floor.*

**Department Function.** The Assessor is entrusted with the responsibility of enrolling all taxable property in Mono County in a fair, equitable and timely manner in accordance with the California State Revenue and Tax Code. In this regard, the Assessor is responsible for the discovery and valuation of all taxable real and personal property with the exception of most public utility and railroad properties. Properties subject to local assessment include, but are not limited to, land, improvements to land, mobile homes, boats, airplanes, mining claims and other possessory interests, business equipment, business fixtures, leasehold improvements, new construction, changes in ownership, timeshares and growing crops. The Assessor also is responsible for determining the location of all property as well as the preparation and maintenance of assessment maps. All recorded subdivision maps, parcel maps, records of survey, boundary line adjustments and other maps are processed by the Assessor's office.

**Key Workload Indicators.** Factors that could influence the projected staff requirements include:

- growth in the county population;
- changes in operational procedures and workload; and
- the use of technology.

**Location Factors.** It is paramount that this division be located near the Building Department, the Clerk/Recorder, the Auditor and the Tax Collector and provide for ease of public access. It is important to be located at the county seat.

**Adjacency Requirements.** Assessor staff has daily face-to-face interaction with:

- Auditor – Controller
- Building Division
- Clerk/Recorder
- Compliance Division
- Planning Division
- Treasurer/Tax Collector

Assessor staff has face-to-face interaction at least once a week with the County Administrative Officer.

**Space Issues.** The desire to provide timely services in South County will result in the need for additional space in Mammoth Lakes. (Currently a fulltime appraiser is assigned to the office in Mammoth Lakes; an assessor is available in that office two days a week.) Service needs in South County are expected to increase.

The public counter in Bridgeport should be enlarged and redesigned for ease of service to the public. Adequate counter space eventually will need to be provided in the Mammoth Lakes office as well.

Some information (e.g. the social security numbers of property owners, etc.) is confidential and requires additional security. In the future, security barriers to protect staff from irate taxpayers should be considered. (This unfortunately has become a problem in other, larger California counties.)

In Bridgeport, a dedicated conference room is desirable for use by the entire Finance Department along with a small conference room for conferences and public viewing of documents.

## Auditor-Controller

Annex II, 1<sup>st</sup> Floor  
 Bridgeport, California 93517



The Auditor-Controller is located in Bridgeport in Annex II on the 1<sup>st</sup> Floor.

**Department Function.** The Auditor-Controller is a division of the Finance Department. This division provides for the payment of claims, records financial transactions and reports financial information to the Board of Supervisors, state and federal agencies and the public. All financial transactions, including payroll services, tax apportionment services and tax reporting requirements are the responsibility of this division. The division’s customers are other county departments, the Board of Supervisors, schools, special districts and the citizens of Mono County.

**Key Workload Indicators.** Factors that could influence the projected staff requirements include:

- growth in the county population;
- new legislation (state changes in the manner that the division provides services);
- changes in operational procedures and workload;
- changes in federal, state and local funding; and
- the use of technology.

**Location Factors.** This division records all monies collected by various County departments. A central location in relationship to other County departments and ease of public access are important.

**Adjacency Requirements.** Auditor-Controller staff have daily face-to-face interaction with:

- Assessor
- County Administrative Officer
- Human Resources (within the CAO's office)
- Economic Development

- Sheriff-Coroner
- Treasurer/Tax Collector

Auditor - Controller staff have face-to-face interaction at least once a week with:

- Board of Supervisors
- Child Support Services
- Clerk/Recorder
- Community Development (including the Building, Compliance and Planning Divisions)
- County Counsel
- Health Department (including Animal Control, Environmental Health and Public Health)
- Mental Health
- Mono County Tourism Commission
- Probation
- Sheriff-Coroner
- Social Services

**Space Issues.** The growth in other departments often requires commensurate growth in this division (i.e. increases in reporting requirements and accounting changes necessitate more man hours in a field that is not easily computerized).

Some information (e.g. payroll, claims, etc.) is not public information and requires additional security.

A dedicated conference room is desirable in Bridgeport for use by the entire Finance Department along with a small conference room for conferences and public document viewing.

## Treasurer/Tax Collector

Annex II, 1st Floor  
Bridgeport, California 93517



The Treasurer/Tax Collector is located on the 1<sup>st</sup> Floor of Annex II in Bridgeport.

**Department Function.** The Treasurer/Tax Collector Division of the Finance Department is responsible for all county fund balances, which include depositing, investing and administering the balances and the safekeeping of funds at the request of other departments.

As Tax Collector the division is responsible for:

- collecting taxes including taxes for real property, personal property, mining claims, hotels/motels, transient occupancy tax, business licenses and delinquent property;
- providing property tax postponement and property tax assistance to senior citizens and disabled persons;
- conducting an annual public auction of tax-defaulted properties;
- administering supplemental tax bills for transfer of ownership or new construction after the Assessor's lien date; and
- preparing tax clearance certificates.

**Key Workload Indicators.** The key workload indicator for the department is county population growth with the attendant increase in tax payees and property development. New home construction also may affect the workload as does the level of state funding available.

**Location Factors.** This division works closely with the Assessor and the Auditor – Controller.

**Adjacency Requirements.** In addition to being easily accessible to the public, Treasurer/Tax Collector staff has daily contact with:

- Assessor
- Auditor-Controller
- Banks and Financial Institutions
- Economic Development
- Sheriff-Coroner

Treasurer/Tax Collector staff has face-to-face interaction at least once a week with:

- Clerk/Recorder
- Community Development (including the Building Division, Compliance Division and Planning Division)
- Information Technology (IT)
- Public Works

**Space Issues.** The existing space is adequate to meet the needs of this division for the next decade.

Confidential information held in the offices of the Treasurer/Tax Collector requires additional security.

In Bridgeport, a dedicated conference room is desirable for use by the entire Finance Department along with a small conference room for public document viewing and conferences.





## Emergency Medical Services (EMS)

EMS Paramedics  
Sierra Center, 3<sup>rd</sup> Floor  
Mammoth Lakes, California 93546

### EMS Facilities

Bridgeport, California 93517  
June Lake, California  
Mammoth Lakes, California 93546  
Walker, California



The EMS office is located on the 3<sup>rd</sup> Floor of the Sierra Center in Mammoth Lakes.



EMS Facility, Walker.

**Department Function.** Mono County operates four paramedic stations along the Highway 395 corridor. Stations currently are located in Bridgeport, June Lake, Mammoth Lakes and Walker. EMS services are 911 based and are provided twenty-four hours a day, seven days a week to county citizens and visitors.<sup>1</sup> Two paramedics staff these four stations at all times. Although EMS sends out invoices for service, most of the cost is borne by the County General Fund.

**Key Workload Indicators.** Factors that affect staffing levels include:

- calls for service;
- county population growth;
- changes in the number of visitors to the county; and
- changes in Federal, state and local funding.

**Location Factors.** The existing stations were sited to allow EMS response to more quickly and efficiently serve the communities and the unincorporated areas of the county.

**Adjacency Requirements.** The paramedics interact primarily with the public. EMS staff has daily interaction with:

- County Administrator’s Office
- County Counsel

In addition, EMS staff has at least weekly interaction with:

- Board of Supervisors
- Building Division
- Health Department
- Human Resources (CAO’s office)
- Public Works

**Space Issues.** Within the next twenty years the county plans to add an EMS facility to serve the Hamill-Tri-Valley area provided population growth supports this need.<sup>2</sup> During the next decade, the county also plans to replace the EMS modular housing in Bridgeport and Walker with permanent buildings and construct an ambulance garage bay in Walker.

In the long term, the county plans to construct a new EMS facility in Mammoth Lakes. (EMS currently shares space with the Mammoth Lakes Fire Department.)

<sup>1</sup> Currently there are not any fulltime, funded EMS services provided by Mono County to the Hamill - Tri-Valley area.

<sup>2</sup> County staff currently is studying a potential 13-acre site on which the new EMS facility may be located.

## Environmental Health

*Old Mono General Hospital  
Bridgeport, California 93517  
and  
Minaret Mall , 2<sup>nd</sup> Floor  
Mammoth Lakes, California 93546*



*Environmental Health staff is located in the old Mono General Hospital in Bridgeport.*



*Environmental Health is located at the Minaret Mall, on the 2<sup>nd</sup> Floor in Mammoth Lakes.*

**Department Function.** The mission of Environmental Health is to provide services to prevent epidemics, the spread of disease and injuries. The department promotes and encourages healthy behaviors and ensures that the environmental conditions necessary for people to live healthy lives are created and maintained.

**Key Workload Indicators.** An increase in health related responsibilities allotted to the county by Federal, state and local statutes and an increase in the number of environmental health programs would require additional Environmental Health staff, particularly inspectors. In addition, growth in population, an increase in the number of visitors as well as changes in legislation can impact future staffing.

**Location Factors.** Departmental staff needs to be located so they easily can provide services to the citizens of Mono County.

**Adjacency Requirements.** Environmental Health staff has face-to-face interaction at least once a week with:

- Community Development
- Health Department
- Tax Collector/Treasurer

**Space Issues.** The county plans to consolidate county government service locations in Bridgeport and Mammoth Lakes to allow “one stop” service “shopping” by citizens. In Mammoth Lakes, Community Development, Environmental Health and Public Health will be relocated from Minaret Mall to Sierra Center. Additional space will be leased or purchased in Sierra Center as needed.

## Mental Health

Sierra Center, 3<sup>rd</sup> Floor  
Mammoth Lakes, California 93546

## Treatment Facilities

Davison House, Mammoth Lakes,  
California 93546

Chichester House  
Walker, California

## Wellness Centers

Mammoth Lakes, California 93546  
Walker, California



Davison House, Mammoth Lakes.



Mammoth Lakes Wellness Center.

**Department Function.** The mission of the Mental Health Department is to provide:

- mental health services to the county's targeted population (including 24-hour crisis care) ;
- alcohol and drug services to any county resident seeking support for sobriety; and
- a menu of structured activities in response to community needs.

The department operates two wellness centers that are open to the general public.

**Key Workload Indicators.** Factors that affect staffing levels include:

- requests for service;
- county population growth; and
- changes in federal, state and local funding.

**Location Factors.** The primary consideration for the location of mental health facilities is the ease of access for those needing those services. Mental Health staff requires proximity to Social Services, County Counsel and the District Attorney.

**Adjacency Requirements.** Mental health staff interacts primarily with the public. Within county government, staff has daily interaction with Social Services.

In addition, Mental Health staff has at least weekly interaction with:

- Auditor/Controller
- County Administrative Office
- County Counsel

- District Attorney
- Health Department (Public Health)
- Human Resources (CAO's office)
- Probation

**Space Issues.** The leased space occupied by the Mammoth Lakes Wellness Center will have to be relocated if the owner sells the building or demolishes it.<sup>1</sup>

Security for the Mental Health offices and department staff in the Sierra Center has become a concern. Emergency mental health staff frequently are in the building after normal working hours, often late at night. Sierra Center is not locked at night and after hours security has proven to be inadequate. Mental Health offices have been burglarized on at least two occasions. Employee vehicles parked in the parking garage overnight (while staff are away on official business) also have been burglarized.

Available parking at the Sierra Center is limited. This problem is exacerbated when it snows. Since there is no entrance control for the parking garage, the residents of the adjacent condominiums take most of the available parking (although they are not authorized to do so).

Mental Health does not have a presence in Bridgeport.<sup>2</sup>

<sup>1</sup> This assessment recommends that the Mammoth Lakes Wellness Center be relocated to the Sierra Center.

<sup>2</sup> Mental Health has one room in the old hospital that is used for storage.

## Public Health

Old Mono General Hospital  
 Bridgeport, California 93517  
 and  
 Minaret Mall , 2<sup>nd</sup> Floor  
 Mammoth Lakes, California 93546



Public Health staff and the clinic are located in the old Mono General Hospital in Bridgeport



In Mammoth Lakes, Public Health staff is located in Minaret Mall on the 2<sup>nd</sup> Floor.

**Department Function.** The mission of the Mono County Health Department is to protect and preserve the health and well being of all citizens of Mono County. This is accomplished by preventing and controlling disease, injury and disability and by promoting healthy lifestyles. To this end the department's services include:

- environmental health permitting and inspections
- public clinic services including well baby, immunization and testing services
- services related to communicable diseases, STDs and HIV
- emergency preparedness
- community health outreach
- home visiting
- health promotions

**Key Workload Indicators.** An increase in health related responsibilities and the number of public health programs that are mandated to be provided by the county could lead to a need for more staff. In addition, changes in the use of technology, growth in population, an increase in the number of visitors as well as changes in legislation and funding may impact future staffing.

**Location Factors.** The clinical involvement of staff has increased over the last forty years (standard HIV testing, influenza vaccination and West Nile Virus monitoring, etc.). As a result it is important that staff have a presence in North and South County. Ease of public access is critical to providing health services.

**Adjacency Requirements.** Public Health staff has daily face-to-face interaction with:

- Community Development
- Human Resources (CAO's office)

Public Health staff has face-to-face interaction at least once a week with:

- Assessor
- Auditor-Controller
- Board of Supervisors
- Child Support Services
- Clerk-Recorder
- County Administrative Officer
- County Counsel
- EMS
- Sheriff-Coroner
- Social Services
- Treasurer-Tax Collector

**Space Issues.** Public Health staff and the clinic in Bridgeport are housed in the old Mono General Hospital, which is recommended for demolition. A new "demountable" building will be constructed on the old County Hospital site to accommodate the clinic and Public Health staff.

Mono County Public Health clinics should have a separate, secure entrance for patients to protect privacy and the spread of communicable disease to other county employees.

The health clinic in Mammoth Lakes requires dedicated restrooms, sized to accommodate testing.

Security in both locations is inadequate. Staff, medical records and supplies require protection.

Space in both locations is inadequate. Additional space is required for reception, treatment, storage, disinfection of equipment and refrigeration of vaccines. In each location a dedicated conference room, break room, training room and adequate office space are required to improve staff efficiency and necessary services.

**Social Services**

*Bridgeport, California 93517*

*Sierra Center, 3<sup>rd</sup> Floor  
Mammoth Lakes, California 93546*

*Walker, California*



*In Mammoth Lakes, Social Services is located in the Sierra Center on the 3<sup>rd</sup> Floor.*



*Social Services ETR Career Center in Walker.*

**Department Function.** The mission of the Social Services Department is to provide appropriate and quality services efficiently, effectively and humanely without discrimination to the individuals and families of Mono County. Services include financial assistance, medical benefits, employment and training services as well as protective services for children and adults.

Income Maintenance assists individuals and families in obtaining welfare benefits (e.g. CalWorks, medical, food stamps, the California Medical Services Program, etc.). In addition staff refers individuals and families to other County resources as necessary.

Child Protective Services/Adult Protective Services staff is responsible for protecting needy and vulnerable children and adults. Their goal is to strengthen and preserve families, encourage personal responsibility and foster independence so that children and the elderly can remain safely in their homes.

**Key Workload Indicators.** Factors that are likely to have the greatest impact on personnel include:

- population growth, including increases in the number of children as well as increases in elderly and disabled citizens;
- changes in legislation, operational procedures or caseload;
- changes in federal, state and local funding; and
- changes in the use of technology.

**Location Factors.** Social Services staff should to be in reasonable proximity to the citizens using their services. This requires the department to maintain office space in Bridgeport, Mammoth Lakes and Walker. Additionally,

one staff member operates out of the Senior Center in Benton. Ease of public access is required.

The Social Services Director, an analyst and a receptionist are located in Bridgeport to be near the seat of county government and provide services to the surrounding area. Income Maintenance, Child Protective Services/Adult Protective Services and the fiscal/ clerical function are located in Mammoth Lakes.

**Adjacency Requirements.** Social Services staff has daily face-to-face interaction with:

- Career Services Center
- County Counsel
- Mental Health

Staff has face-to-face interaction at least once a week with:

- Auditor-Controller
- Board of Supervisors
- Child Support Services
- County Administrative Officer
- Human Resources (CAO's office)
- Public Health
- Sheriff-Coroner
- Treasurer/Tax Collector

**Space Issues.** The Social Services building in Bridgeport has exceeded its useful life and is recommended for demolition. A new demountable building will be constructed on the old County Hospital site to house Social Services staff along with clinic and Public Health staff.

## Social Services



*Social Services Building in Bridgeport.*

Security concerns include:

- Program staff (e.g. Adult Protective Services, Children's Protective Services, etc.) often is required to take action that negatively affects the clients they serve. There have been threats of violence against program staff in the past. Appropriate security barriers and/or duress alarms should be installed.
- Social Services offices have been burglarized at least five times in a twelve-month period. Locks have been changed or reinforced and file cabinet locks have been repaired; however, additional security measures may be required.



Staff Projections



**Introduction.** The Executive Steering Committee (ESC) spent approximately two months developing county staffing projections through the year 2030. These staffing projections provided the basis for determining space needs for most departments and divisions.

**County Population Projections.** The table below illustrates the Mono County Population Projections developed by the California State Department of Finance (DoF).

**Mono County Population Projections 2008 - 2030<sup>1</sup>**

2008	2010	2020	2030
13,759	14,833	18,080	22,894

The statistics in the table above were used for staff projections based on projected growth in county population.

**Staff Projections.** Staff projections began with the establishment of a benchmark from which to derive projections. The benchmark selected was the staff numbers for Fiscal Year 08/09.

Once the benchmark was selected, the Steering Committee examined four different statistical projection models:

- Projections based on growth in county population

<sup>1</sup> DoF reports a population breakdown for 2008 of 7,413 for Mammoth Lakes and 6,346 for the unincorporated areas of the county for a total population of 13,759 as shown in the table above. Projected population breakdowns for 2010 through 2030 were not available.

- Survey results provided by departments and divisions
- An average of the projections based on county population growth and the survey responses
- An average of county population growth and the survey responses

The ESC then selected the model most appropriate for each department or division based on their experience in county government. The selected model for each department or division is identified on the spreadsheet that appears below, under the name of the department or division. The spreadsheet also identifies the projected staffing levels for years 2010 through 2030 along with the percentage of change in staffing levels between 2010 and 2030.

County department heads and division managers have reviewed these projections. Their comments were reviewed by the ESC and changes were made to the projections where appropriate.

**Staff Projection Tables.** Staff projection tables appear on the following pages.

Mono County Staff Projections 2010 - 2030 (ESC Recommended Projection Algorithm)						
Department/Division (with Models)	2010	2015	2020	2025	2030	Total % Change
<b>Administration</b>						
<b>Board of Supervisors (Bridgeport)</b>						
Historic Staff Growth	5.00	5.00	5.00	5.00	5.00	0.00%
<b>Clerk/Recorder (Bridgeport)</b>						
Survey Response	5.00	6.00	7.00	7.00	7.00	40.00%
<b>County Counsel (Sierra Center)</b>						
Survey Response	5.00	5.00	6.00	6.00	6.00	20.00%
<b>County Administrator's Office</b>						
<b>County Administrator's Office (Bridgeport)</b>						
Revised Survey	6.00	8.00	8.00	8.00	8.00	33.33%
<b>County Administrator's Office (Sierra Center)</b>						
Revised Survey	1.00	1.00	1.00	2.00	2.00	100.00%
<b>County Administrator's Office (Total)</b>						
	7.00	9.00	9.00	10.00	10.00	42.86%
<b>Information Technology</b>						
<b>Information Technology (Bridgeport)</b>						
Revised Survey	7.00	8.00	10.00	11.00	12.00	71.43%
<b>Information Technology (Sierra Center)</b>						
Revised Survey	4.00	5.00	5.00	6.00	6.00	50.00%
<b>Information Technology (Total)</b>						
	11.00	13.00	15.00	17.00	18.00	63.64%
<b>Criminal Justice</b>						
<b>Child Support</b>						
Survey Response	5.00	3.00	2.00	1.00	0.00	-100.00%
<b>District Attorney</b>						
<b>District Attorney (Bridgeport)</b>						
Revised Survey	3.00	3.00	3.00	3.00	3.00	0.00%
<b>District Attorney (Sierra Center)</b>						
Revised Survey	6.00	8.00	9.00	10.00	11.00	83.33%
<b>District Attorney (Total)</b>						
	9.00	11.00	12.00	13.00	14.00	55.56%

Mono County Staff Projections 2010 - 2030 (ESC Recommended Projection Algorithm)						
Department/Division (with Models)	2010	2015	2020	2025	2030	Total % Change
<b>Probation (Bridgeport)</b>						
Revised Survey	5.00	6.00	7.00	7.00	8.00	60.00%
<b>Probation (Sierra Center)</b>						
Revised Survey	3.00	4.00	5.00	6.00	6.00	100.00%
<b>Probation (Total)</b>	<b>8.00</b>	<b>10.00</b>	<b>12.00</b>	<b>13.00</b>	<b>14.00</b>	<b>75.00%</b>
<b>Public Defender</b>						
Revised Survey (Note 5)	2.00	5.00	5.00	7.00	8.00	300.00%
<b>Sheriff-Coroner</b>						
<b>Sheriff's Administration</b>						
County Population	19.00	22.00	24.00	28.00	31.00	63.16%
<b>Jail</b>						
County Population	20.00	23.00	25.00	28.00	31.00	54.94%
<b>Crowley Substation</b>						
County Population	11.00	13.00	14.00	16.00	18.00	63.64%
<b>June Lake Substation</b>						
County Population	1.00	2.00	2.00	3.00	3.00	200.00%
<b>Development/Regulatory</b>						
<b>Animal Control (Bridgeport)</b>						
Revised Survey (Note 6)	6.00	8.00	9.00	10.00	11.00	83.33%
<b>Animal Shelter (Bridgeport)</b>						
Revised Survey	1.00	1.00	1.00	1.00	1.00	0.00%
<b>Animal Shelter (Whitmore)</b>						
Revised Survey	1.00	1.00	1.00	1.00	1.00	0.00%
<b>Community Development</b>						
<b>Community Development (Bridgeport)</b>						
Revised Survey	4.00	6.00	8.00	10.00	11.00	175.00%
<b>Community Development (Minaret Mall)</b>						
Revised Survey	12.00	12.00	12.00	13.00	13.00	8.33%
<b>Community Development (Total)</b>	<b>16.00</b>	<b>18.00</b>	<b>20.00</b>	<b>23.00</b>	<b>24.00</b>	<b>50.00%</b>

Mono County Staff Projections 2010 - 2030 (ESC Recommended Projection Algorithm)						
Department/Division (with Models)	2010	2015	2020	2025	2030	Total % Change
<b>Community Development - 1 Stop Permit Center, Bridgeport (Future; Note 7)</b>						
<b>Community Development - 1 Stop Permit Center, Mammoth Lakes (Future; Note 7)</b>						
<b>Economic Development</b>						
County Population	4.00	5.00	5.00	6.00	7.00	75.00%
<b>Public Works</b>						
<b>Public Works (Bridgeport)</b>						
Revised Survey	19.00	21.00	22.00	25.00	28.00	47.37%
<b>Public Works Maintenance Shop (Bridgeport)</b>						
Revised Survey	6.00	7.00	7.00	8.00	9.00	50.00%
<b>Public Works Parks and Facilities Shop (Bridgeport)</b>						
Revised Survey	12.00	13.00	15.00	17.00	19.00	58.33%
<b>Public Works Landfill (Benton Crossing)</b>						
Revised Survey	7.00	8.00	9.00	11.00	12.00	71.43%
<b>Road Shop - Benton</b>						
Revised Survey	5.00	5.00	5.00	6.00	6.00	20.00%
<b>Road Shop - Bridgeport</b>						
Revised Survey	3.00	3.00	4.00	4.00	5.00	66.67%
<b>Road Shop - Cowley Lake</b>						
Revised Survey	7.00	7.00	7.00	10.00	11.00	57.14%
<b>Road Shop - June Lake (Future; Note 8)</b>						
Revised Survey	0.00	3.00	3.00	4.00	4.00	#DIV/0!
<b>Road Shop - Lee Vining (Note 8)</b>						
Revised Survey	7.00	4.00	4.00	5.00	5.00	-28.57%
<b>Road Shop - Walker</b>						
Revised Survey	2.00	2.00	2.00	3.00	3.00	50.00%
<b>Public Works (Total)</b>	<b>68.00</b>	<b>73.00</b>	<b>78.00</b>	<b>93.00</b>	<b>102.00</b>	<b>50.00%</b>

Mono County Staff Projections 2010 - 2030 (ESC Recommended Projection Algorithm)						
Department/Division (with Models)	2010	2015	2020	2025	2030	Total % Change
<b>Health and Human Services</b>						
<b>EMS</b>						
<b>EMS Facility (Bridgeport)</b>						
Revised Survey	6.00	6.00	6.00	6.00	6.00	0.00%
<b>EMS Facility (Mammoth Lakes)</b>						
Revised Survey	6.00	6.00	6.00	6.00	6.00	0.00%
<b>EMS Facility (Hamil Valley - Tri-Valley)</b>						
Revised Survey	0.00	6.00	6.00	6.00	6.00	#DIV/0!
<b>EMS Facility (June Lake)</b>						
Revised Survey	6.00	6.00	6.00	6.00	6.00	0.00%
<b>EMS Facility (Walker)</b>						
Revised Survey	6.00	6.00	6.00	6.00	6.00	0.00%
<b>EMS Paramedics (Sierra Center)</b>						
Revised Survey (Note 9)	1.00	1.00	1.00	1.00	1.00	0.00%
<b>EMS (Total)</b>	<b>25.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>24.00%</b>
<b>Environmental Health</b>						
<b>Environmental Health (Bridgeport)</b>						
Revised Survey	2.00	2.00	2.00	2.00	2.00	0.00%
<b>Environmental Health (Minaret Mall)</b>						
Revised Survey	5.00	6.00	7.00	7.00	8.00	60.00%
<b>Environmental Health (Total)</b>	<b>7.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>42.86%</b>
<b>Mental Health (Sierra Center)</b>						
Survey Response	18.00	22.00	22.00	24.00	24.00	33.33%
<b>Mental Health (Chichester House, Walker; Note 10)</b>						
<b>Mental Health Wellness Center (Mammoth Lakes, Davison; Note 10)</b>						
<b>Mental Health Wellness Center (Walker; Note 10)</b>						
<b>Museum (Bridgeport; Note 11)</b>						
<b>Museum (Lee Vining; Note 11)</b>						

Mono County Staff Projections 2010 - 2030 (ESC Recommended Projection Algorithm)						
Department/Division (with Models)	2010	2015	2020	2025	2030	Total % Change
<b>Public Health</b>						
<b>Public Health (Bridgeport)</b>						
Revised Survey	3.00	4.00	5.00	6.00	7.00	133.33%
<b>Public Health (Minaret Mall)</b>						
Revised Survey	15.00	16.00	17.00	18.00	19.00	26.67%
<b>Public Health (Total)</b>	<b>18.00</b>	<b>20.00</b>	<b>22.00</b>	<b>24.00</b>	<b>26.00</b>	<b>44.44%</b>
<b>Social Services</b>						
<b>Social Services (Benton)</b>						
Revised Survey	1.00	1.00	1.00	3.00	4.00	300.00%
<b>Social Services (Bridgeport)</b>						
Revised Survey	3.00	0.00	0.00	0.00	0.00	-100.00%
<b>Social Services (Sierra Center)</b>						
Revised Survey	15.00	16.00	17.00	18.00	19.00	26.67%
<b>Social Services (Walker)</b>						
Revised Survey	8.00	13.00	14.00	14.00	15.00	87.50%
<b>Social Services (Total)</b>	<b>27.00</b>	<b>30.00</b>	<b>32.00</b>	<b>35.00</b>	<b>38.00</b>	<b>40.74%</b>
<b>Finance</b>						
<b>Assessor</b>						
<b>Assessor (Bridgeport)</b>						
Revised Survey	12.00	12.00	12.00	12.00	12.00	0.00%
<b>Assessor (Sierra Center)</b>						
Revised Survey	2.00	2.00	3.00	4.00	5.00	150.00%
<b>Assessor (Total)</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>	<b>16.00</b>	<b>17.00</b>	<b>21.43%</b>
<b>Auditor/Controller &amp; Treasurer/Tax Collector (Bridgeport)</b>						
Average (county population, historic staff growth and survey response)	13.00	15.00	15.00	16.00	17.00	26.01%

Source: TRGConsulting, April 2009 (Revision 03)

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**Notes:**

1. Fractions of 1 are entered or considered as the whole number 1 since, even though a staff member may only be there part time, for space planning purposes they still must occupy space when they are present.
  2. 2004/5 through 2008/9 staff numbers taken from the Mono County Departmental Staffing provided by the Finance Department.
  3. Once the Board of Supervisors adopts the staffing forecasts along with the projected space needs, the information should be incorporated into the General Plan.
  4. Not used.
  5. Based on Public Defender in-house estimate and projected population growth after 2015.
  6. Animal Control staff currently is housed in the Old Hospital in Bridgeport.
  7. Community Development future One-Stop Centers will be staffed by existing personnel.
  8. In 2010, the current Public Works staff at the Lee Vining Road Shop will split to staff the new June Lake Road Shop.
  9. EMS also includes five reserves/part time EMTs with no space requirements.
  10. Staff rotates in from Mental Health offices in Mammoth Lakes.
  11. Staffed by volunteers.
-

## Space Need Projections



**Introduction.** The number of staff is the primary factor that determines space needs. The next major factor is the amount of space allocated to each staff position. In a space needs study, the size of individual offices and workstations is not as important as the total allocation of space for each staff position. For example, an office may be 100 net square feet (NSF),<sup>1</sup> but the total space to support that office may require such spaces as corridors, conference rooms, public counters, etc. In addition the square footage required by such things as mechanical systems, fire stairs, public restrooms, wall thicknesses and mechanical chases must be calculated as gross square footage (GSF).

This section discusses and presents the recommended standard for each county department. Existing assigned space is compared to the space required by the space standards and space need projections are provided out to year 2030. All of this information is summarized in the master spreadsheet that appears at the end of this section and provides the basic information from which the Executive Steering Committee (ESC) recommendations were developed.

**Space Standards.** The planning team used space standards for Mono County that are based on similar planning efforts for smaller counties throughout the state of California. These standards reflect the fiscal conservativeness of smaller California counties. These standards were approved by the ESC and used as a

<sup>1</sup> Net square footage (NSF) is the useable square footage of the spaces occupied by a department including offices, ancillary and support, spaces, circulation space, etc. Gross square footage (GSF) is the space required for building systems and includes such things as structure, exterior walls, utility spaces, stairways, elevators, atriums, restrooms, janitors closets and other spaces not assigned to departments.

basis for calculating the average square footage required per employee in each department.

Space standards are required to:

- Make the most efficient use of county owned space
- Determine the amount of space to be leased when lease space is required
- Establish uniformity and consistency among personnel in all county departments
- Determine the space required to support the professionals in Mono County to allow them to provide efficient service to county citizens
- Provide a uniform basis for forecasting space needs for personnel and equipment to logically plan for the acquisition of future space

Using the space standards, the planning team recommended, and the ESC approved, a departmental recommended gross square footage (GSF) for all county departments. This recommended GSF per staff was used (in most cases) to project future space need. During the master planning, architectural programming and design phase of implementing any new construction these numbers will be refined further based on the specific needs at that time.

**Comparison of Existing Space to Adopted Space Standards.** Public Works and the Finance Department provided the GSF of existing departments and divisions. The columns shaded in tan on the spreadsheet provide a comparison between the existing square footage for each department (the column titled, “Existing 2010 GSF”) and the space each department would occupy if



the approved space standards were met (the column titled, “2010 GSF/Std”). As indicated on the spreadsheets, most staff departments do not have adequate space.

**Space Projections Based on Staff Projections.** Projections of future space need were based on present conditions and other factors including:

- Current space deficiencies
- Projected staff growth derived from the statistical projection models used
- Planned or anticipated functional or operational changes
- Space standards based on generally accepted planning and design guidelines
- The consulting team’s experience in the planning and design of California county government projects

The staffing projections developed in the previous section formed the basis for the space need projections. The staffing projections appear on the spreadsheet in the columns labeled, “[Year] Staff.”

Once staffing levels were projected the next step was to project space needs based on those staffing levels (when appropriate). The resulting departmental space standard is a number calculated in gross square feet (GSF)<sup>2</sup> that, in most cases, when multiplied by the

<sup>2</sup> As discussed previously, the net square footage (NSF) is the useable square footage of the spaces occupied by a department of division including offices, ancillary and support, spaces, circulation space, etc. Gross square footage (GSF) is the space required for building systems and includes such things as structure, exterior walls, utility spaces, stairways, elevators, atriums, restrooms, janitors closets and other spaces not assigned to departments.

staffing number for any given year results in the gross square footage required for each department if that entity met the space standards for Mono County. The departmental space standard differs for each department or division because the standard is based on the function of the entity for which it was developed. Thus, if a department requires a great deal of layout space, the GSF standard will be higher whereas if the majority of the staff in a department spend most of their time outside of departmental spaces, the GSF standard will be lower because not as much space is required. (The departmental space standard per person is identified on the spreadsheet for each county entity under the column titled, “Rec. GSF/Staff.”)


The remaining columns on the spreadsheet provide staffing and space need projections for years 2010, 2015, 2020, 2025 and 2030.

**Space Need Projection Tables.** Detailed staffing and space needs projections for the next two decades (2010 through 2030) are included in the following master spreadsheet.

When reviewing the projections, it is important to remember that the county currently does not meet the space standards developed in the early stages of this planning study. When these standards are applied to county space available today, there is a shortage of slightly less than 42,000 gross square feet (GSF). This means that the county not only will need to provide the projected space to meet the needs in the out years, but also will need to “catch up” to the amount of space that should have been available today in order to provide efficient service to its citizens and a professional work environment for county employees.

Mono County Projections of Staff and Space Needs (2010 - 2030)													
Department/Division	Rec. GSF/ Staff (Note 1)	2009/10 Staff (Note 2)	Existing 2010 GSF (Note 3)	2009/10 GSF/Stds (Note 4)	2015 Staff	2015 GSF	2020 Staff	2020 GSF	2025 Staff	2025 GSF	2030 Staff	2030 GSF	
<b>Administration</b>													
Board of Supervisors - Offices													
BOS - Offices (Courthouse, 1st Flr)	420	1	243	420	1	420	1	420	1	420	1	420	
BOS - Offices (Sierra Center, 3rd Flr)	420	4	43	1,680	4	1,680	4	1,680	4	1,680	4	1,680	
<b>Board of Supervisors - Offices Total (Note 5)</b>	<b>420</b>	<b>5</b>	<b>286</b>	<b>2,100</b>	<b>5</b>	<b>2,100</b>	<b>5</b>	<b>2,100</b>	<b>5</b>	<b>2,100</b>	<b>5</b>	<b>2,100</b>	
Board of Supervisors - Chambers	780	5	1,145	3,900	5	3,900	5	3,900	5	3,900	5	3,900	
Board of Supervisors - Storage	120	0	137	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	
Clerk/Recorder (Annex I, 1st Floor)	360	5	1,292	1,800	6	2,160	7	2,520	7	2,520	7	2,520	
County Counsel (Courthouse, 1st Floor)	280	2	290	560	2	560	2	560	2	560	2	560	
County Counsel (Sierra Center, 3rd Floor)	280	5	1,687	1,400	5	1,400	6	1,680	6	1,680	6	1,680	
County Administrator's Office (Annex I, 1st)	420	8	845	3,360	6	2,520	6	2,520	6	2,520	6	2,520	
County Administrator's Office (Sierra Ctr, 3rd)	420	1	211	420	2	840	2	840	2	840	2	840	
Information Technology (Annex II, 2nd Floor)	360	7	1,080	2,520	8	2,880	10	3,600	11	3,960	12	4,320	
Information Technology (Sierra Center, 2nd)	360	4	819	1,440	5	1,800	5	1,800	6	2,160	6	2,160	
Information Technology Lab	360	Incl. Ab.	Incl. Above	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	
Information Technology Storage	TBD	Future	Future	2,000	TBD	2,000	TBD	2,000	TBD	2,000	TBD	2,000	
<b>Subtotal - Administration</b>		<b>47</b>	<b>8,078</b>	<b>21,600</b>	<b>49</b>	<b>22,260</b>	<b>53</b>	<b>23,620</b>	<b>55</b>	<b>24,340</b>	<b>56</b>	<b>24,700</b>	
<b>Criminal Justice</b>													
Child Support (Sierra Center, 3rd Floor)	240	5	906	1,200	3	720	2	480	1	240	0	0	
District Attorney (Courthouse, 1st Floor)	280	3	2,218	840	3	840	3	840	3	840	3	840	
District Attorney (Sierra Center, 2nd Floor)	280	6	2,401	1,680	8	2,240	9	2,520	10	2,800	11	3,080	
Probation (Bridgeport)	240	5	2,112	1,200	6	1,440	7	1,680	7	1,680	8	1,920	
Probation (Sierra Center, 3rd Floor)	240	3	1,720	720	4	960	5	1,200	6	1,440	6	1,440	
Public Defender (Bridgeport)	240	1	48	240	2	480	2	480	2	480	2	480	
Public Defender (Sierra Ctr 3rd Flr, Area 1)	240	2	48	480	5	1,200	5	1,200	7	1,680	8	1,920	
<b>Sheriff-Coroner</b>													
Sheriff's Administration	540	19	5,000	10,260	22	11,880	24	12,960	28	15,120	31	16,740	
Jail (Note 7)	TBD	20	5,459	16,000	23	16,000	25	16,000	28	20,000	31	20,000	
Benton/Hamill Valley Substation	540	0	Future	Future	2	1,080	2	1,080	3	1,620	3	1,620	
Crowley Lake Substation	540	4	1,440	2,160	4	2,160	5	2,700	5	2,700	6	3,240	
June Lake Substation	540	1	1,254	540	2	1,080	2	1,080	3	1,620	3	1,620	
<b>Subtotal - Criminal Justice</b>		<b>69</b>	<b>22,606</b>	<b>35,320</b>	<b>84</b>	<b>40,080</b>	<b>91</b>	<b>42,220</b>	<b>103</b>	<b>50,220</b>	<b>112</b>	<b>52,900</b>	

**Mono County Projections of Staff and Space Needs (2010 - 2030)**

 Department/Division	Rec. GSF/ Staff (Note 1)	2009/10 Staff (Note 2)	Existing 2010 GSF (Note 3)	2009/10 GSF/Stds (Note 4)	2015 Staff	2015 GSF	2020 Staff	2020 GSF	2025 Staff	2025 GSF	2030 Staff	2030 GSF
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<b>Development/Regulatory</b>												
Animal Control (Bridgeport; Old Hospital)	240	6	900	1,440	8	1,920	9	2,160	10	2,400	11	2,640
Animal Shelter (Bridgeport)	TBD	1	1,000	1,600	1	1,600	1	1,600	1	1,600	1	1,600
Animal Shelter (Benton Crossing)	TBD	1	2,870	TBD	1	TBD	1	TBD	1	TBD	1	TBD
Community Development (Bridgeport, Anx I)	240	4	910	960	6	1,440	8	1,920	10	2,400	11	2,640
Community Development (Minaret Mall)	240	12	2,924	2,880	12	2,880	12	2,880	13	3,120	13	3,120
Economic Development (Sierra Center, 3rd)	240	4	367	960	5	1,200	5	1,200	6	1,440	7	1,680
Public Works (Annex I, 2nd Floor)	300	19	3,175	5,700	21	6,300	22	6,600	25	7,500	28	8,400
Public Works Maint. Shop (Bridgeport)	1,600	6	9,200	9,600	7	11,200	7	11,200	8	12,800	9	14,400
Public Works Parks & Fac. Shop (Bridgeport)	350	12	3,880	4,200	13	4,550	15	5,250	17	5,950	19	6,650
Public Works Landfill (Benton Crossing)		7		0	8	0	9	0	11	0	12	0
<b>Public Works Road Shops</b>												
Benton	800	5	2,470	4,000	5	4,000	5	4,000	6	4,800	6	4,800
Bridgeport	800	3	672	2,400	3	2,400	4	3,200	4	3,200	5	4,000
Crowley Lake	800	7	6,000	5,600	7	5,600	7	5,600	10	8,000	11	8,800
June Lake	800	Future	Future	Future	3	2,400	3	2,400	4	3,200	4	3,200
Lee Vining	800	7	2,516	5,600	4	3,200	4	3,200	5	4,000	5	4,000
Walker	800	2	1,716	1,600	2	1,600	2	1,600	3	2,400	3	2,400
<b>Subtotal - Development/Regulatory</b>		<b>96</b>	<b>38,600</b>	<b>46,540</b>	<b>106</b>	<b>50,290</b>	<b>114</b>	<b>52,810</b>	<b>134</b>	<b>62,810</b>	<b>146</b>	<b>68,330</b>

<b>Health and Human Services</b>												
EMS Facility (Bridgeport)	600	2	1,050	1,200	2	1,200	2	1,200	2	1,200	2	1,200
EMS Facility (Mammoth Lakes)	600	2	1,000	1,200	2	1,200	2	1,200	2	1,200	2	1,200
EMS Facility (Hamill Valley - Tri-Valley)	Future	Future	Future	Future	Future	Future	2	1,200	2	1,200	2	1,200
EMS Facility (June Lake)	600	2	987	1,200	2	1,200	2	1,200	2	1,200	2	1,200
EMS Facility (Walker)	600	2	1,300	1,200	2	1,200	2	1,200	2	1,200	2	1,200
EMS Paramedics (Sierra Center, 3rd Floor)	240	1	173	240	1	240	1	240	1	240	1	240
Environmental Health (Bridgeport)	240	2	900	480	2	480	2	480	2	480	2	480
Environmental Health (Minaret Mall)	240	5	526	1,200	6	1,440	7	1,680	7	1,680	8	1,920
Mental Health (Sierra Center, 3rd Floor)	240	18	3,867	4,320	22	5,280	22	5,280	24	5,760	24	5,760
Mental Health (Chichester House, Walker)	As Is	Note 11	1,654	1,654	Note 11	1,654	Note 11	1,654	Note 11	1,654	Note 11	1,654
M.H. Wellness Ctr (Mamm., Davison) (8, 9)	420	Note 11	5,970	5,970	Note 11	5,970	Note 11	5,970	Note 11	5,970	Note 11	5,970
M.H. Well. Ctr (Mammoth, Laurel Mt.) (8, 10)	420	Note 11	1,000	1,000	Note 11	1,000	Note 11	1,000	Note 11	1,000	Note 11	1,000
Mental Health Wellness Ctr (Walker) (8, 9)	420	Note 11	1,654	1,654	Note 11	2,200	Note 11	2,200	Note 11	2,200	Note 11	2,200
Museum (Bridgeport)	As Is	Note 12	3,185	3,185	Note 12	3,185	Note 12	3,185	Note 12	3,185	Note 12	3,185
Museum (Lee Vining)	As Is	Note 12	1,200	1,200	Note 12	1,200	Note 12	1,200	Note 12	1,200	Note 12	1,200
Public Health (Old Hospital)	1,400	3	2,573	4,200	4	5,600	5	7,000	6	8,400	7	9,800
Public Health (Minaret Mall)	360	15	3,856	5,400	16	5,760	17	6,120	18	6,480	19	6,840

Mono County Projections of Staff and Space Needs (2010 - 2030)												
Department/Division	Rec. GSF/ Staff (Note 1)	2009/10 Staff (Note 2)	Existing 2010 GSF (Note 3)	2009/10 GSF/Std's (Note 4)	2015 Staff	2015 GSF	2020 Staff	2020 GSF	2025 Staff	2025 GSF	2030 Staff	2030 GSF
Social Services (Benton)	320	1	Note 13	320	1	320	1	320	3	960	4	1,280
<b>Social Services (Bridgeport)</b>												
Social Services (Bridgeport, 1st Flr)	320		2,128									
Social Services (Bridgeport, 2nd Flr)	320		288									
Social Services (Bridgeport) Total	320	3	2,416	960	0	0	0	0	0	0	0	0
Social Services (Sierra Center, 3rd Floor)	320	15	5,159	4,800	16	5,120	17	5,440	18	5,760	19	6,080
Social Services (Walker Property) (Note 8)	320	8	680	2,560	13	4,160	14	4,480	14	4,480	15	4,800
<b>Subtotal - Health and Human Services</b>		<b>79</b>	<b>41,566</b>	<b>43,943</b>	<b>89</b>	<b>48,409</b>	<b>96</b>	<b>52,249</b>	<b>103</b>	<b>55,449</b>	<b>109</b>	<b>58,409</b>
<b>Finance</b>												
Assessor (Annex II, 2nd Floor)	360	12	2,157	4,320	12	4,320	12	4,320	12	4,320	12	4,320
Assessor (Sierra Center, 3rd Floor)	360	2	337	720	2	720	3	1,080	4	1,440	5	1,800
Aud./Cont. & Treas./Tax Coll. (Anx II, 1st)	300	13	1,504	3,900	15	4,500	15	4,500	16	4,800	17	5,100
<b>Subtotal - Finance</b>		<b>27</b>	<b>3,998</b>	<b>8,940</b>	<b>29</b>	<b>9,540</b>	<b>30</b>	<b>9,900</b>	<b>32</b>	<b>10,560</b>	<b>34</b>	<b>11,220</b>
<b>Other Space Allocations/Facilities</b>												
<b>Annex I, 1st Floor</b>												
Common Areas (Break, Multi, Shared)	Unassigned	0	1,418	1,418	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Annex I, 2nd Floor</b>												
Common Areas (Break, Multi, Shared)	Unassigned	0	1,290	1,290	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Annex II, 1st Floor</b>												
Building Maintenance/Boiler Room	As Is	0	470	470	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
Common Areas (Break, Multi, Shared)	Unassigned	0	1,559	1,559	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Annex II, 2nd Floor</b>												
Common Areas (Break, Multi, Shared)	Unassigned	0	1,080	1,080	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Minaret Mall</b>												
Common Areas (Restroom/Conf.)	Unassigned	0	1,180	1,180	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Old Courthouse, 1st Floor</b>												
Common Areas (Break, Multi, Shared)	Unassigned	0	2,826	2,826	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Old Courthouse, 2nd Floor</b>												
Common Areas (Break, Multi, Shared)	Unassigned	0	1,445	1,445	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Old Hospital</b>												
East Wing Storage	Unassigned?	0	3,315	3,315	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
Reception	Shared?	0	1,476	1,476	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
Copy Room	Shared?	0	400	400	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Sierra Center</b>												
Common Areas (Break, Multi, Shared)	Unassigned	0	2,080	2,080	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
Storage	Unassigned	0	398	398	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
Unallocated	Unassigned	0	119	119	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above	Incl. Ab.	Incl. Above
<b>Superior Court</b>												
Superior Court, 1st Floor	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?
Superior Court, 2nd Floor	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?	Future?
<b>Subtotal - Other Space Allocations/Facilities</b>		<b>0</b>	<b>19,056</b>	<b>19,056</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Mono County Projections of Staff and Space Needs (2010 - 2030)												
Department/Division	Rec. Staff (Note 1)	GSF/Staff (Note 2)	Existing 2010 GSF (Note 3)	2009/10 GSF/Staff (Note 4)	2015 Staff	2015 GSF	2020 Staff	2020 GSF	2025 Staff	2025 GSF	2030 Staff	2030 GSF
<b>Community Centers</b>												
Benton	As Is		3,680	3,680		3,680		3,680		3,680		3,680
Bridgeport (Memorial Hall)	75		10,602	10,602		10,602		10,602		10,602		10,602
Chalfant	75		1,838	1,838		3,000		3,000		3,000		3,000
Crowley Lake	As Is		2,981	2,981		2,981		2,981		2,981		2,981
June Lake	As Is		6,691	6,691		6,691		6,691		6,691		6,691
Lee Vining	As Is		4,670	4,670		4,670		4,670		4,670		4,670
Paradise	Future	Future	Future	Future	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Swall Meadows	Future	Future	Future	Future	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Walker/Coleville	75		3,874	3,874	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>Subtotal - Community Centers</b>		0	34,336	34,336	0	31,624	0	31,624	0	31,624	0	31,624
<b>Senior Centers</b>												
Benton	As Is		1,970	1,970		1,970		1,970		1,970		1,970
Bridgeport (Note 14)	75		816	816		0		0		0		0
June Lake	75	Future	Future	Future	Future	Future	TBD	TBD	TBD	TBD	TBD	TBD
Walker	As Is		5,168	5,168		5,168		5,168		5,168		5,168
<b>Subtotal - Senior Centers</b>		0	7,954	7,954	0	7,138	0	7,138	0	7,138	0	7,138
<b>Visitor Centers</b>												
Bridgeport	816	Future	Future	Future		816		816		816		816
<b>Subtotal - Visitor Centers</b>		0	0	0	0	816	0	816	0	816	0	816
<b>Public Restrooms</b>												
Benton	340	1	322	340	1	340	1	340	1	340	1	340
Bridgeport (Marina)	340	1	314	340	1	340	1	340	1	340	1	340
Bridgeport (Park)	340	1	160	340	1	340	1	340	1	340	1	340
Bridgeport (Visitors Center)	340	1	Future	Future	1	340	1	340	1	340	1	340
Chalfant (Park)	340	1	322	340	1	340	1	340	1	340	1	340
Crowley Lake	340	1	364	340	1	340	1	340	1	340	1	340
June Lake (Park)	340	1	322	340	1	340	1	340	1	340	1	340
June Lake (Village Area)	340	1	Future	Future	Future	Future	1	340	1	340	1	340
Lee Vining (Adjacent to Truck Parking)	340	1	Future	Future	1	340	1	340	1	340	1	340
Lee Vining (Park)	340	1	286	340	1	340	1	340	1	340	1	340
Lee Vining (South of Town)	340	Future	Future	Future	1	340	1	340	1	340	1	340
Lundy Canyon (Campground)	340	1	399	340	1	340	1	340	1	340	1	340
Mono Lake (Park)	340	1	690	690	1	690	1	690	1	690	1	690
Walker (Park)	340	1	300	340	1	340	1	340	1	340	1	340
<b>Subtotal - Public Restrooms</b>		13	3,479	3,750	13	4,770	14	5,110	14	5,110	14	5,110
<b>Total - County Space Needs</b>		331	179,673	221,439	370	214,927	398	225,487	441	248,067	471	260,247






Source: TRG Consulting, May 2009 (Revision 10)

Mono County Projections of Staff and Space Needs (2010 - 2030)													
 Department/Division	Rec. GSF/	2009/10	Existing	2009/10	2015	2015 GSF	2020	2020 GSF	2025	2025 GSF	2030	2030 GSF	
	Staff	Staff	2010 GSF	GSF/Std	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	
	(Note 1)	(Note 2)	(Note 3)	(Note 4)									

**Notes:**

1. Net square footage (NSF) is the usable square footage of the spaces occupied by a department including offices, ancillary spaces, circulation space, etc. Gross square footage (GSF) is the space required for building systems and includes such things as structure, exterior walls, utility spaces, stairways, elevators, atriums, restrooms, janitors closets and other spaces not assigned to departments. A factor of 1.2 is used to convert (multiply) net sq. ft. (NSF) to gross sq. ft. (GSF) throughout this study.
2. 2009 staff numbers taken from survey data provided by each Department. Total staff numbers do not indicate total County staff, but only staff needs for purposes of assigning space (e.g. for shift workers the total staff numbers only indicate the total number of staff occupying the space at any one time). The only exception is the the SF of the jail, which will be determined by the Title 24 Jail Needs Assessment.
3. Existing square footage provided by Public Works. All square footages were provided in gross square feet (GSF) [or net square feet (NSF)]. [To convert to NSF, the numbers provided by Public Works were multiplied by a factor of 1.2. This is the same factor used to convert NSF to GSF throughout this study.]
4. This is the gross square footage (GSF) that each department/division would occupy if their space met space standards.
5. This recommended space standard (GSF/Staff) allows for conference space.
6. An opportunity to construct a local or regional Juvenile Hall with up to 95% construction state funding may occur if SB 81 is repeated for another year. In any case the shortage of juvenile beds available for lease throughout the state along with the increased cost of leasing out-of-county beds may indicate a need to construct a local or regional Juvenile Hall within the next decade.
7. This information will be determined by the Title 24 Jail Needs Assessment.
8. Existing square footage from lease agreement.
9. Owned by Mono County.
10. Leased by Mono County.
11. Staff rotates in from Mental Health offices in Mammoth Lakes.
12. Staffed by volunteers.
13. The Social Services office in Benton is located in the Benton Senior Center.
14. Consider acquiring land/structure on Highway 395 in Bridgeport (e.g. 1881 Restaurant) for future Visitor Center. Use converted Senior Center during interim.
15. Annex I to be demolished per Vanir report. New government building to be constructed to make up current space deficit and deficit resulting from demolition of Annex I. County government functions to be redistributed between new government building, Annex II and space that becomes available in the historic courthouse when courts move to Mammoth Lakes.
16. Old Hospital and Social Services building to be demolished. Public Health staff and clinic, Social Services staff and Animal Control administration staff to be relocated. A new demountable building will be constructed on the Old Hospital site to house Public Health, EMS and Social Services staff. A new building will be constructed adjacent to the Bridgeport Animal Shelter to house Animal Control administration staff.
17. All County functions in Minaret Mall (i.e. Community Development, Environmental Health and Public Health) to be relocated to the Sierra Center to provide "one stop" services for the citizens of southern Mono County.
18. Add four workstations and conference room to accommodate Mental Health and Environmental Health staff to provide periodic local services for the area.
19. County is considering purchasing the old fire station building for ambulance parking and EMS facilities.
20. Consider using/providing meeting room space to fire stations in Paradise and Swall Meadows.
21. Commission A/E review of existing structure in near future as prelude to replacement/expansion. Details to be determined by Master Plan.
22. Master Plan will determine future SF for Benton, June Lake and Walker Senior Centers.

**Legend:**

-  10 year interval (reasonable planning horizon)
-  Comparison of existing GSF for each department to the GSF that would be assigned to the department if the space standards were met
-  Future space
-  Space that will remain at its existing size and in its current configuration
-  Estimated SF (Preliminary); SF to be determined by Master Plan

Recommendations - Introduction



Introduction and Background

This planning effort was directed by a Steering Committee consisting of selected professionals from Mono County and the project manager from the consulting team.

Mono County

- Dave Wilbrecht - County Administrative Officer
- Brian Muir - Finance Director
- Jeff Walters - Assistant Director, Public Works
- Rick McManis - Building Official
- Joe Blanchard - Superintendent, Parks & Facilities, Public Works

TRG Consulting

- Harry Munyon - Project Manager

This study began with familiarization tours of county government facilities and the facilities used by each of the communities within the county. At the same time the consulting team interviewed county department heads or their representatives and, along with members of the Steering Committee, conducted community meetings to solicit local input.

Meetings were held with local citizens<sup>1</sup> in:

- Benton
- Bridgeport
- Chalfant
- Crowley Lake
- June Lake
- Lee Vining
- Mammoth Lakes
- Paradise

<sup>1</sup> A copy of the PowerPoint presentation prepared for the community meetings is included in the appendix of this report.

- Swall Meadows
- Walker/Coleville

Following the community meetings, a list of identified space needs for each community was prepared by the consultants and discussed with the Steering Committee. These community space needs then were presented to and discussed individually with the Supervisor elected from that community in at least two separate meetings. At the same time, a list of identified projects for county government facilities was developed based on the information gathered during the tours of departmental spaces and the interviews conducted in each department.

As the study progressed and more information was gathered, the Steering Committee continued to meet to analyze and discuss community and county government space needs. The committee reviewed projected staffing levels as determined using at least three different projection algorithms. The committee then selected the projection algorithm most appropriate for each department. As a final step, the staffing projections were reviewed and approved by each department head or their representative.

Next, the staffing projections were used to determine the physical plant space needs for community and county government facilities for the next two decades.

Once the space needs were known, the committee discussed priorities, options and alternatives to meet the county's space needs through 2030 and developed a preliminary set of global recommendations for consideration by the Board of Supervisors. The primary recommendations prepared for presentation at the Board of Supervisors workshop held on June 2, 2009, included:

- The development of a detailed master plan to implement the final recommendations resulting from this planning effort

## STEERING COMMITTEE RECOMMENDATIONS

- Consolidating county government service locations to allow “one stop” service “shopping” by citizens”
  - Bridgeport (North County)
    - Demolish or remodel and expand Annex I; demolish Mono General Hospital, (as recommended by the Vanir report)
    - Construct a new county government building to house the displaced functions from Annex I (or remodel and expand Annex I) to accommodate expansion for the next two decades<sup>2</sup>
    - Construct a demountable building on the existing Mono General Hospital site to house Public Health and Social Services<sup>3</sup>
    - Construct a new building at the Bridgeport Animal Shelter to house the administration for Animal Control and expand the shelter itself
  - Mammoth Lakes (South County)
    - Relocate Community Development, Environmental Health and Public Health from Minaret Mall to Sierra Center when feasible
- Obtain additional space in Sierra Center as needed<sup>4</sup>
  - Walker/Coleville Area
    - Add workstations and a conference room to the Wellness Center to accommodate county staff to provide local services periodically
  - Replace and/or expand of the Mono County Jail and seek construction funding under Phase I, Round 2 of AB 900
  - Commission an architectural/engineering analysis of the Walker Community Center as a prelude to the replacement or renovation and expansion of that facility
  - Replace (as required) and demolish:
    - Benton District 2 Public Works (PW) Storage
    - Benton District 2 PW Road Shop
    - Benton Senior Center
    - Bridgeport District 4 PW Road Shop
    - Bridgeport Mono General Hospital
    - Bridgeport Paramedics (Medic 7)
    - Chalfant Community Center
    - Lee Vining PW District 3 Road Shop
    - Mammoth Lakes Old Sheriff’s Substation
    - Walker District 5 PW Road Shop

At the June 2nd, 2009, workshop the Board of Supervisors discussed priorities for each of the community projects that were part of this study. As a result of this meeting, the Board directed the Steering Committee and the consulting team to:

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<sup>2</sup> The county government functions displaced when Annex I is demolished will have to be accommodated until the new county government building is constructed. This phasing will be covered in the master plan and could include temporarily relocating these functions to Memorial Hall, the Mono General Hospital (delaying the demolition), leased modular structures and/or the atrium in Annex II. Probable locations for the new county government building include the current site of Annex I and the adjacent vacant site and the existing site of the old Mono General Hospital. The master planning effort also will analyze siting options and recommend a future site for the new government building.

<sup>3</sup> The existing Social Services Building in Bridgeport will be retained as an historic structure.

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<sup>4</sup> The CAO’s Office is analyzing the effectiveness of the options of either leasing additional space in Sierra Center or purchasing Sierra Center outright.



- Place the recommended community projects in appropriate timeframes as determined by the priorities discussed during the workshop
- Develop a similar list of prioritized county government projects for review by the Board
- Develop separate lists for projects requiring community participation and those projects that are the responsibility of agencies other than the Mono County Board of Supervisors

### Planning Goals

The planning goals determined by the Steering Committee early in the work effort and refined throughout the process are presented in Section 1 of this document.<sup>5</sup> These goals were referred to continually when analyzing the various alternatives and options, which resulted in the following recommendations.

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<sup>5</sup> The planning goals begin on page 1. 5.

Recommendations –  
County Projects



**Introduction.** County projects are listed below, organized by recommended timeframe in which the projects will be undertaken.

2010 – 2015 (0 – 5 Years)

- Countywide – Develop and issue a Request for Qualifications (RFQ) for the development of a detailed master plan to implement the final recommendations (through 2010) resulting from this planning effort
- Countywide – Identify site for correctional reentry facility as required by AB 900 legislation; work with staff from the California Department of Corrections and Rehabilitation (CDCR) to obtain approval of site
- Countywide – Write AB 900 grant to fund County jail facilities
- Countywide – Impact fees (determine need and adequacy)
- Location(s) to be Determined – Construct County jail facilities<sup>6</sup>
- Bridgeport – Probation office security improvements (public entrance and waiting area, building security)
- Bridgeport – Aircon audit, install temperature control system for new boilers in Annex I
- Bridgeport – Aircon audit, install temperature control system for new boilers in Annex II
- Bridgeport – Aircon audit, install temperature control system for new boilers in Courthouse
- Bridgeport (North County) – Demolish old Mono General Hospital; construct a new demountable

<sup>6</sup> The Title 24 Jail Needs Assessment currently in progress will determine the need and location for jail facilities.

building on the old hospital site to house Public Health and Social Services

- Social Services – Provide security improvements (intrusion protection and personal security safeguards)
- Provide office space for Workforce Coordinator
- Bridgeport (North County) – Demolish old Mono General Hospital and construct a new building at the Bridgeport Animal Shelter to house the administration for Animal Control and expand the shelter as needed:
  - Construct adequate office and workspace adjacent to the existing animal shelter
  - Provide an outdoor feline area
  - Provide feline quarantine area
  - Construct euthanization space
  - Divide fenced area for separation of animals as necessary
  - Provide shade structure for outdoor area
  - Construct additional animal enclosures
  - Provide socialization space to assist in adoptions
  - Provide expanded staff spaces including office for volunteers
  - Construct dog run improvements
  - Provide additional storage
  - Construct treatment facilities
- Lee Vining – Upgrade (e.g. provide fencing and landscaping to screen Public Works road shop from public view, etc.) or relocate and demolish Public Works road shop

## STEERING COMMITTEE RECOMMENDATIONS

- Mammoth Lakes – Security improvements for Mental Health office space (24/7 operation; contract security appears to be inadequate)
- Mammoth Lakes – Child Support office security improvements (to protect staff from hostile clients)
- Mammoth Lakes – Probation office, security barriers for administrative staff
- Swall Meadows – Provide guard rail Lower Rock Creek Road (between the canyon and Swall Meadows Road)

### 2015 – 2020 (5 – 10 Years)

- Countywide – Develop and issue a Request for Qualifications (RFQ) in 2019 for the development of a detailed master plan for projects anticipated to begin in the 2020 - 2030 timeframe. (This should be an update to the master plan developed in FY 2010/2011 and incorporate “lessons learned” as the previous master plan was implemented.)
- Countywide (Mammoth Lakes; South County) – Relocate Community Development, Environmental Health and Public Health from Minaret Mall to Sierra Center; relocate Laurel Street Wellness Center to Sierra Center; obtain additional space in Sierra Center as needed
  - Board of Supervisors – Provide adequate private office space for the four Supervisors representing the South County
  - County Administrative Officer – Provide CAO office with conference area to accommodate eight
  - County Administrative Officer – Provide dedicated CAO office area conference room to accommodate sixteen to twenty
- County Administrative Officer – Provide dedicated, secure storage
- Health & Human Services – Consolidate staff in a single location and improve public access
- Public Health – Provide additional office space
- Public Health – Provide security improvements (security for medical records and medical supplies; separate entrance and reception for the public)
- Mental Health – Additional office storage
- Mental Health – Relocate Laurel Street Wellness Center to Sierra Center
- Social Services – Provide security improvements (intrusion protection and personal security safeguards)
- Bridgeport – Aircon audit new double pane windows Annex I
- Bridgeport (North County) – Expand or demolish Annex I and construct a new county government building to house the displaced functions from Annex I and other county functions that may require expansion; reconfigure/realign and expand departmental space to resolve existing inefficiencies and improve county services
  - Board of Supervisors – Provide adequate private office space for the North County Supervisor
  - Community Development – Institute centralized county service area concept
  - County Administrative Officer – Provide CAO office with conference area to accommodate eight
  - County Administrative Officer – Provide dedicated CAO office area conference room to accommodate sixteen to twenty

- County Administrative Officer – Provide dedicated, secure storage
  - County Clerk – Relocate mailroom activities so as not to functionally divide the operations of the office
  - County Clerk – Provide adequate secure storage for elections equipment and material
  - Finance Department – Provided dedicated conference room for public document viewing and conferences
  - IT – Provide for office space expansion, construct lab (computer repair and construction) and provide additional storage
  - Public Works – Additional offices for supervisors
  - Bridgeport – Aircon audit, provide new boiler and circulating pump for Annex II
  - Bridgeport – Aircon audit, install new double pane windows in Annex II
  - Bridgeport – Aircon audit, provide lighting retrofit in County Jail and Sheriff's Administration Building
  - Bridgeport – Aircon audit, provide lighting retrofit in Parks shop
  - Bridgeport – Aircon audit, install new double pane windows in Probation office building
  - Bridgeport – Aircon audit, install two new HVAC units with controls in Probation office building
  - Bridgeport – Historic jail roof replacement
  - Bridgeport – Provide sewer extension or drain field for District 4 Road Shop
  - June Lake – Provide Down Canyon access road
  - Lee Vining – Provide Mono City access road (in progress; may require funding)
  - Mammoth Lakes – Mental Health's Davison House capital improvements (Mental Health's capital funds)
  - Swall Meadows – Additional access road (add escape route to single access road currently available)
  - Walker – Upgrade road shop
  - Walker – Replace EMS modular housing with permanent building
- 2020 – 2030 (10 – 20 Years)
- Countywide – Continue to expand videoconferencing capabilities
  - Countywide – Develop and issue a Request for Qualifications (RFQ) in 2029 for the development of a detailed master plan for projects anticipated to begin in the 2030 - 2040 timeframe. (This should be an update to the master plan developed for projects that were initiated between 2020 and 2030 and incorporate "lessons learned" as the previous master plan was implemented.)
  - Benton – Replace and demolish Public Works District 2 storage structure
  - Benton – Replace and demolish Public Works District 2 Road Shop
  - Bridgeport – Aircon audit, replace air handlers Annex I
  - Bridgeport – Aircon audit, provide new HVAC for Memorial Hall
  - Bridgeport – Aircon audit, replace and downsize boiler in Parks shop
  - Bridgeport – Construct Probation office expansion (clerical space, storage, etc.)

## STEERING COMMITTEE RECOMMENDATIONS

- Bridgeport – Upgrade District 4 Road Shop
- June Lake – Aircon audit, Provide lighting retrofit for Sheriff's Substation
- June Lake – Aircon audit, Install high efficiency furnace in Sheriff's Substation
- June Lake – Acquire land and construct new Public Works road shop
- June Lake – Rehabilitate Community Center
- June Lake – Rehabilitate Sheriff's Substation
- Paradise – Improve transfer station services (in progress)
- Walker – Provide EMS ambulance garage bay
- Expand staff spaces including office for volunteers
- Provide dog run improvements
- Construct additional storage
- Provide treatment facilities
- Location to be Determined – Provide Public Works storage facilities (two)
- Benton – Expand county government office space to provide local services (part time space for Mental Health, Probation, Public Health, Planning Department as well as other county government representatives to provide local services as warranted)
- Benton – Construct helo pad to enhance Life Flight support for the Tri-Valley area

### 2030 + (20+ Years)

- Countywide – Provide e.government kiosks at Mono County communities (identify staffed locations that are secure)
- Countywide – Develop a standard signage package (to match the signage package used by the Town of Mammoth Lakes) for use throughout the county.
- Countywide – Develop a landfill or alternative waste disposal process for South County (80% of the county's waste comes from Mammoth Lakes)
- Countywide – Benton Crossing (South County) Expand or replace Benton Crossing Animal Shelter:
  - Construct outdoor feline area
  - Provide feline quarantine area
  - Construct shade structure for outdoor area
  - Build additional animal enclosures
  - Provide socialization space to assist in adoptions
- Benton – Study truck parking needs including location, availability of water and power, safety, noise control, potential for use of local businesses by truckers, etc.
- Benton – Provide truck parking with public restrooms (as determined by truck parking needs study)
- Benton – Provide lighted bulletin board at the community center
- Benton – Ida Lynn Parkinson Park enhancements
- Benton/Hamill Valley – Construct new Sheriff's Substation
- Bridgeport – Aircon audit install large circulating fan in the center of the courtyard at Annex II
- Bridgeport – Aircon audit replace existing fan coils, heating and cooling in Courthouse
- Bridgeport – Aircon audit install chiller system for Courthouse

## STEERING COMMITTEE RECOMMENDATIONS

- Bridgeport – Aircon audit install insulation at Courthouse
- Bridgeport – Aircon audit install 60-ton chiller in Annex I
- Bridgeport – Aircon audit install electric elevator heating and cooling at Courthouse
- Bridgeport – Expand Emergency Operations Center (EOC)
- Bridgeport – Replace EMS modular housing with permanent building
- Bridgeport – Construct Sheriff's parking lot expansion, covered parking for 16 official vehicles and emergency response vehicle parking
- Bridgeport – Construct seized vehicle storage facility
- Chalfant – Complete park improvements and enhancements
- Crowley Lake – Provide for road rehabilitation for school bus stops and mailbox relocation at Sunny Slopes (in design; identify funding)
- June Lake – Gull Lake Park upgrade (refurbish basketball and tennis courts)
- Lee Vining – Study truck parking needs including location, availability of water and power, safety, noise control, potential for use of local businesses by truckers, etc,
- Mammoth Lakes – County/Town Civic Center (Mono County/Town of Mammoth Lakes; includes town administration and police station; consider offices for “one stop” county services; important to give Mono County a “public face”)
- Mammoth Lakes – Construct county EMS facility (EMS currently shares space with the fire department)
- Mammoth Lakes – Construct new Sheriff's Search and Rescue facility
- Mt. Morrison – Replace/expand Public Works workshop (existing workshop is too small; county owns building, leases land)
- Tri-Valley – Construct EMS facility after population has grown enough to make it practical (currently reviewing 13 acres for future expansion)

Recommendations – Community Projects



**Introduction.** Community projects are listed below, organized by recommended timeframe in which the projects will be undertaken.

2010 – 2015 (0 – 5 Years)

- Countywide – Study lighting requirements for community center parking lots
- Bridgeport – Upgrade Memorial Hall (e.g. ADA issues, fire exiting, etc.)<sup>7</sup>
- Chalfant – Replace and demolish the community center (include daycare and partnership with the school)
- Walker – Commission an architectural/engineering analysis of the Walker Community Center
- Walker – Develop and issue a Request for Qualifications (RFQ) for a community campus plan (include Aircon and Vanir study items. The RFQ should consider the following components:
  - Activity center
  - Childcare facility
  - Senior center
  - County offices
  - Library
  - Thrift store
  - EMS facility (consider combined EMS/fire department facility)
  - Eastern Sierra Transit Authority (ESTA) offices (CAO’s office studying two potential sites)

<sup>7</sup> Memorial Hall is a historically significant building that should be preserved to enhance the historical significance of the town.

2015 – 2020 (5 – 10 Years)

- Walker - Walker Community Center replacement or renovation and expansion
- Walker – Begin the implementation of the findings of the Walker Community Campus Plan

2020 – 2030 (10 – 20 Years)

- Benton – Complete community center maintenance projects
- Bridgeport – Museum maintenance items

2030 + (20+ Years)

- Countywide – Rehabilitate tennis courts throughout County
- Benton – Construct/expand bicycle routes, pedestrian pathways and crossings (identify funding source)
- Benton – Construct informational kiosks and provide signage on SR 120 and US 6 to attract visitors (construct on county owned property)
- Benton – Ball field improvements (ball field re-grade and re-seed at Benton Park)
- Bridgeport – Provide public restrooms (near public parking in town; for use by the traveling public)
- Bridgeport – Public boat ramp extension (+/- 40 yards) and addition of small docks adjacent to boat ramp for loading/unloading and temporary berthing<sup>8</sup>

<sup>8</sup> This project must be planned so the work does not compete with the [name] Marina. The project requires the approval of the Walker River Irrigation District.

## STEERING COMMITTEE RECOMMENDATIONS

- Bridgeport – Provide public parking in town for 4<sup>th</sup> of July parade and other events<sup>9</sup>
  - Bridgeport – Provide visitor's center on Main Street (SR 395) with adjacent parking and public restrooms<sup>10</sup>
  - Crowley Lake – Landscape second community entry island (in progress)
  - Crowley Lake – Park & Ride (create at Tom's Place and Community Center)
  - Crowley Lake – Construct public restrooms adjacent to ball field/soccer field
  - Crowley Lake – Develop trail system, bicycle paths and pedestrian paths connected to community amenities
  - Crowley Lake – Provide affordable housing<sup>11</sup>
  - Crowley Lake – Construct ball field/soccer field park improvements (add skateboard park, playground, picnic facilities, etc.)
  - Crowley Lake – Provide public parking for South Landing Road (on hold pending development)
  - Crowley Lake – Expand community center parking lot
  - Crowley Lake – Install cluster mailboxes
  - June Lake – Develop multipurpose trail (rodeo grounds to village)
  - June Lake – Provide visitor's center, e-government kiosk, public restrooms and parking along Main Street
  - June Lake – Construct public restrooms adjacent to the visitor's center at the junction of SR 395
  - June Lake – Provide ball field upgrades (ADA accessibility, lighting, improvements to meet Little League standards)
  - June Lake – Provide recycling center
  - Lee Vining – Affordable housing model for county (in progress; may need funding)<sup>12</sup>
  - Lee Vining – Provide public restrooms
  - Lee Vining – Provide composting and recycling center (food waste)
  - Lee Vining – Provide/construct recreation center (children's activities, etc.; use community center in interim)
  - Lee Vining – Provide visitor's center (linked to museum and cultural resource center; consider location adjacent to Mono Lake Visitor's Center)
  - Paradise – Provide community meeting space (consider partnership with Fire Department to expand existing building for adequate meeting space)
  - Paradise – Develop park in Lower Rock Creek Canyon
  - Swall Meadows – Provide community meeting space (consider partnership with Fire Department to
- 
- <sup>9</sup> The old Mono General Hospital site can be used for parking in the interim.
- <sup>10</sup> The necessity for this project will depend on the success of the visitor's center that will occupy the facility that formerly functioned as the Bridgeport Senior Center.
- <sup>11</sup> The existing six affordable housing units in Crowley Lake are unoccupied. Again, the future of affordable housing throughout the county will be determined by the success of the Lee Vining affordable housing model.
- 
- <sup>12</sup> The future of affordable housing throughout the county will be determined by the success of this model.



expand existing building for adequate meeting space)

- Swall Meadows – Develop children’s play area (playground, skateboard park, fenced dog park)
- Swall Meadows – Develop trail system; provide bicycle/pedestrian/ equestrian paths
- Swall Meadows – Provide shuttle pick-up shelters
- Swall Meadows – Provide educational and directional signage (deer migration habits, etc.)
- Tri-Valley – Provide cemetery/mortuary services
- Walker – Mountain Gate phase 3 and 4 (grant funded fishing access project; may require additional grant funds)

Recommendations –  
Other Agency/  
Community  
Participation Projects



**Introduction.** Other Agency/Community Participation Projects are listed below, organized by recommended timeframe in which the projects will be undertaken.

Projects that are the responsibility of other agencies and/or bodies not controlled by the Mono Count Board of Supervisors also are listed. It is possible for the Board to express their desire that other agencies and/or bodies fund these projects.

Community Participation Projects listed below are projects that should be initiated at the community level, including the solicitation of project funding/resources from within the community. As the “grass roots” effort gains momentum, the Board of Supervisors may decide to extend their support, including the possibility of providing partial funding.

2010 – 2015 (0 – 5 Years)

No projects identified

2015 – 2020 (5 – 10 Years)

No projects identified

2020– 2030 (10 – 20 Years)

No projects identified

2030 + (20+ Years)

- Benton – Construct bandstand/gazebo addition (with electrical service)
- Benton – Plant additional trees
- Bridgeport – Construct public swimming pool
- June Lake – Provide library storage

- June Lake – Construct/provide museum
- June Lake – Construct daycare center (demountable building for future relocation)
- Lee Vining – Construct skateboard park
- Lee Vining – Construct cultural resource center (linked to museum and visitor’s center; consider location adjacent to Mono Lake Visitor’s Center)
- Mammoth Lakes – Provide ice skating rink roof (non-enclosed)
- Mammoth Lakes – Construct performing arts building/ convention center (on community college land; \$6,000,000 in seed money is available; needs other partners)
- Swall Meadows – Construct water system (to reduce dependence on wells; avoid septic tank contamination)
- Swall Meadows – Fire hydrant system (requires discussions with community and Fire Department)
- Walker – Develop skeet shooting range (acquiring land from the Bureau of Land Management is a ten year process; use Bridgeport facility in interim)
- Walker – Provide All Terrain Vehicle (ATV) course


**Mono County Capital  
Projects (listed by  
project type)**





The spreadsheets on the following pages summarize Mono County capital projects by project type according to the following categories:


- County Projects
- Community Projects
- Other Agency/Community Participation Projects


Information is included reflecting the planned project timeframe and the project rationale. The service area of each project also is identified.

Mono County Capital Projects (Listed by Project Type)																
Location	Project Description	Timeframe				Project Rationale										
		2010 - 2015	2015 - 2020	2020 - 2030	2030 +	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service		
		<b>County Projects</b>														
		Countywide	RFQ for detailed master plan for 2010-2020 projects	x												
		Countywide	Identify site for Correctional Reentry Facility	x						x				x		
Countywide	Write AB 900 grant application	x						x				x				
Countywide	Community Development review of impact fees for need and adequacy	x					x				x					
Countywide	Construct County jail facilities	x				x	x	x		x	x	x	x			
Bridgeport	Probation office security improvements	x						x								
Bridgeport	Aircon audit install temp control system for new boilers Annex I	x								x	x		x			
Bridgeport	Aircon audit install temp control system for Annex II	x								x	x		x			
Bridgeport	Aircon audit install temp control system for new boiler system Courthouse	x								x	x		x			
Bridgeport*	Demolish old hospital building	x						x		x	x		x	x		
Bridgeport*	Construct improvements and building at Animal Shelter to house Animal Control administration	x						x		x	x		x	x		
Bridgeport*	Construct demountable building to house Clinic, Public Health, Social Services	x						x		x	x		x	x		
Lee Vining	Upgrade or relocate Road Shop	x						x	x	x	x			x		
Mammoth	Security improvements for Mental Health office	x						x				x				
Mammoth	Probation office security barriers for office staff	x						x								
Mammoth	Child Support office security improvements	x						x								
Swall Meadows	Guard rail Lower Rock Creek Road	x						x				x				
Countywide	RFQ in year 2019 for detailed master plan for 2020-2030 projects		x													
Bridgeport	Aircon audit new double pane windows Annex I		x													


Mono County Capital Projects (Listed by Project Type)																
Location	Project Description	Timeframe				Project Rationale										
		2010 - 2015	2015 - 2020	2020 - 2030	2030 +	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service		
		<b>County Projects</b>														
		Bridgeport	Expand or demolish and replace Annex I	x					x		x	x	x		x	x
		Bridgeport	Aircon audit new boiler and circ. pump Annex II	x								x	x		x	
Bridgeport	Aircon audit install double pane windows Annex II	x								x	x		x			
Bridgeport	Aircon audit lighting retrofit jail and Sheriff's Admin.	x								x	x		x			
Bridgeport	Aircon audit lighting retrofit Parks shop	x								x	x		x			
Bridgeport	Aircon audit install double pane windows Probation	x								x	x		x			
Bridgeport	Aircon audit install two new HVAC units and controls	x								x	x		x			
Bridgeport	Historic Jail roof replacement	x							x							
Bridgeport	Road Shop sewer extension or drain field	x							x							
June Lake	Down Canyon access road	x						x								
Lee Vining	Mono City access road	x						x								
Lee Vining	Fencing and landscaping to screen road shop	x												x		
Mammoth	Capital improvements to Davidson House	x							x		x	x	x			
Swall Meadows	Access road	x						x								
Walker	Upgrade Road Shop	x							x	x	x					
Walker	Replace EMS housing with permanent building	x								x	x					
Countywide	Continue video conferencing capability expansion		x							x	x			x		
Countywide	RFQ in year 2029 for detailed master plan for 2030-2040 projects			x												
Benton	Demolish and replace Road district 2 storage		x							x				x		
Benton	Demolish and replace Road district 2 road shop		x							x				x		
Bridgeport	Aircon audit replace air handlers Annex I		x							x	x		x			
Bridgeport	Aircon audit new HVAC Memorial Hall Theater		x							x	x		x			
Bridgeport	Aircon audit replace and downsize boiler Parks shop		x							x	x		x			
Bridgeport	Probation office expansion			x						x				x		


Mono County Capital Projects (Listed by Project Type)																
Location	Project Description	Timeframe				Project Rationale										
		2010 - 2015	2015 - 2020	2020 - 2030	2030 +	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service		
		<b>County Projects</b>														
		Bridgeport	Upgrade Road Shop		x						x	x	x			
		June Lake	Aircon audit lighting retrofit Sheriff's Substation		x							x	x		x	
June Lake	Aircon audit install high efficiency furnace Sheriff's Substation			x						x	x		x			
June Lake	Construct new road shop		x						x	x	x			x		
June Lake	Community Center and Sheriff's Substation Rehab		x						x							
Mammoth	Relocate Environmental Health, Public Health, Community Development to Sierra Center Mall			x		x				x	x		x	x		
Paradise	Improve transfer station services		x							x	x			x		
Walker	EMS garage		x						x		x			x		
Countywide	Provide e-government kiosks in County communities				x					x				x		
Countywide	Develop standard signage package for use throughout County				x									x		
Countywide	Develop landfill or alternative waste disposal process for South County				x											
Countywide	Expand or replace Benton Crossing animal shelter				x					x				x		
Countywide	Additional Public Works storage facilities (2)				x											
Benton	Expand government space to provide part-time local services				x									x		
Benton	Helo pad for emergencies				x									x		
Benton	Truck parking				x									x		
Benton	Lighted bulletin board at community center				x									x		
Benton	Parkinson Park enhancements				x									x		


Mono County Capital Projects (Listed by Project Type)																
Location	Project Description	Timeframe				Project Rationale										
		2010 - 2015	2015 - 2020	2020 - 2030	2030 +	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service		
		<b>County Projects</b>														
		Benton	Construct Sheriff's substation				x					x	x		x	x
		Bridgeport	Aircon audit install large circ. fan in in center of courtyard Annex II				x					x	x		x	
Bridgeport	Aircon audit replace existing fan coils, heating and cooling Courthouse				x					x	x		x			
Bridgeport	Aircon audit install chiller system Courthouse				x					x	x		x			
Bridgeport	Aircon audit install outsulation Courthouse				x					x	x		x			
Bridgeport	Aircon audit install 60 ton chiller Annex I				x					x	x		x			
Bridgeport	Aircon audit electric elevator heating/cooling Courthouse				x					x	x		x			
Bridgeport	Expand EOC				x	x				x						
Bridgeport	Replace EMS housing with permanent building				x					x	x					
Bridgeport	Sheriff's parking lot expansion				x					x						
Bridgeport	Seized vehicle storage				x				x							
Chalfant	Complete park improvements and enhancements				x									x		
Crowley	Road rehab for school bus stops and mailbox				x									x		
June Lake	Gull Lake Park upgrade				x									x		
Lee Vining	Truck parking				x									x		
Mammoth	Construct Town/County complex				x									x		
Mammoth	Construct County EMS facility				x						x					
Mammoth	Search and rescue facility				x					x						
Mt. Morrison	Replace or expand Public Works workshop				x					x	x					
Tri-Valley	Construct EMS facility after population has grown sufficiently to make it practical				x					x				x		

Mono County Capital Projects (Listed by Project Type)																
Location	Project Description	Timeframe				Project Rationale										
		2010 - 2015	2015 - 2020	2020 - 2030	2030 +	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service		
		<b>Community Projects</b>														
		Countywide	Study of lighting requirements for community center parking lots	x						x						x
		Bridgeport	Convert senior center to visitors' center (done)	x												
Bridgeport	Upgrade Memorial Hall (ADA, fire exits, Aircon lighting, windows, roof, etc.)	x					x	x	x		x		x	x		
Chalfant	Demolish and replace community center	x					x	x		x			x	x		
Crowley	Bus stop shelter installation (done)	x														
Paradise	Traffic calming measures (in process)	x						x						x		
Walker	A/E Analysis of Walker Community Center	x							x				x	x		
Walker	RFQ Community Campus Plan (include Aircon, Vanir items)	x							x				x	x		
Walker	Community center replacement or renovation		x						x				x	x		
Benton	Complete community center maintenance projects			x					x	x			x	x		
Bridgeport	Museum maintenance items			x			x		x				x	x		
Countywide	Tennis court rehabilitation				x			x	x							
Benton	Expand bicycle routes, pedestrian pathways and crossings				x									x		
Benton	Signage/kiosks at SR 120 and US 6 to attract visitors				x									x		
Benton	Ball field improvements				x									x		
Bridgeport	Public restrooms				x									x		
Bridgeport	Boat ramp extension				x									x		
Bridgeport	Public parking for July 4th and other events				x									x		
Bridgeport	Visitors center on Main Street				x									x		
Crowley	Landscape second community entry island				x									x		
Crowley	Park & ride				x									x		



Mono County Capital Projects (Listed by Project Type)																
Location	Project Description	Timeframe				Project Rationale										
		2010 - 2015	2015 - 2020	2020 - 2030	2030 +	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service		
		<b>Community Projects</b>														
		Crowley	Public restrooms at ball field				x									x
		Crowley	Develop trail system, bicycle paths, and pedestrian walkways				x									x
Crowley	Affordable housing				x									x		
Crowley	Ball field/park improvements				x									x		
Crowley	Public parking South Landing Road (pending development)				x									x		
Crowley	Community center parking expansion				x											
Crowley	Cluster mailbox installation				x							x				
June Lake	Develop multipurpose trail Rodeo Grounds to Village				x									x		
June Lake	Main Street - visitors' center, e-government kiosk, public restrooms, parking				x									x		
June Lake	Public restrooms adjacent visitors' center at SR 395				x									x		
June Lake	Ball field upgrades				x									x		
June Lake	Recycling center				x									x		
Lee Vining	Affordable housing model				x									x		
Lee Vining	Public restrooms				x									x		
Lee Vining	Recycling center				x									x		
Lee Vining	Recreation center				x									x		
Lee Vining	Visitors' center				x									x		
Paradise	Community meeting space				x									x		
Paradise	Develop park in lower Rock Creek Canyon				x									x		
Swall Meadows	Community meeting space				x									x		

Mono County Capital Projects (Listed by Project Type)																
Location	Project Description	Timeframe				Project Rationale										
		2010 - 2015	2015 - 2020	2020 - 2030	2030 +	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service		
		<b>Community Projects</b>														
		Swall Meadows	Park, children's playground area				x									x
		Swall Meadows	Develop trail system, bicycle and equestrian paths, and pedestrian walkways				x									x
Swall Meadows	Shuttle pick-up shelters				x									x		
Swall Meadows	Educational signage				x									x		
Tri Valley	Cemetery and mortuary services				x									x		
Walker	Mountain Gate Phase 3 and 4				x							x		x		

Mono County Capital Projects (Listed by Project Type)																
Location	Project Description	Timeframe				Project Rationale										
		2010 - 2015	2015 - 2020	2020 - 2030	2030 +	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service		
		Other Agency/Community Participation Projects														
		Benton	Additional trees				X									X
		Benton	Bandstand/Gazebo				X									X
Bridgeport	Swimming pool				X									X		
June Lake	Library storage				X									X		
June Lake	Museum				X									X		
June Lake	Daycare center				X									X		
Lee Vining	Skateboard park				X									X		
Lee Vining	Cultural resource center				X									X		
Mammoth	Ice skating rink roof				X									X		
Mammoth	Performing arts/ convention center				X									X		
Swall Meadows	Water system				X									X		
Swall Meadows	Fire hydrant system				X									X		
Walker	Skeet shooting range				X									X		
Walker	ATV course				X									X		

Source: TRGConsulting, July 2009 (Revision 05)


### Mono County Capital Projects (listed by timeframe)





The spreadsheets on the following pages summarize Mono County capital projects by project type according to the following categories:


- 2010 – 2015 (0 – 5 Years)
- 2015 – 2020 (5 – 10 Years)
- 2020 – 2030 (10 – 20 Years)
- 2030+ (20+ Years)

Information is included reflecting the project type and the project rationale. The service area of each project also is identified.


Mono County Capital Projects (Listed by Timeframe)													
Location	Project Description	Project Type			Project Rationale								
		County Project	Community Project	Other Agency/Community Participation	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service
<b>2010 - 2015 Projects (0 - 5 Years)</b>													
Countywide	RFQ for detailed master plan for 2010-2020 projects	x											
Countywide	Identify site for Correctional Reentry Facility	x					x				x		
Countywide	Write AB 900 grant application	x					x				x		
Countywide	Community Development review of impact fees for need and adequacy	x				x				x			
Countywide	Construct County jail facilities	x			x	x	x		x	x	x	x	
Bridgeport	Probation office security improvements	x					x						
Bridgeport	Aircon audit install temp control system for new boilers Annex I	x							x	x		x	
Bridgeport	Aircon audit install temp control system for Annex II	x							x	x		x	
Bridgeport	Aircon audit install temp control system for new boiler system Courthouse	x							x	x		x	
Bridgeport*	Demolish old hospital Building	x					x		x	x		x	x
Bridgeport*	Construct improvements and building at Animal Shelter to house Animal Control administration	x					x		x	x		x	x
Bridgeport*	Construct demountable building to house Clinic, Public Health, Social Services	x					x		x	x		x	x
Lee Vining	Upgrade or relocate Road Shop	x					x	x	x	x			x
Mammoth	Security improvements for Mental Health office	x					x				x		
Mammoth	Probation office security barriers for office staff	x					x						
Mammoth	Child Support office security improvements	x					x						
Swall Meadows	Guard rail Lower Rock Creek Road	x					x				x		
Countywide	Study of lighting requirements for community center parking lots		x				x						x


Mono County Capital Projects (Listed by Timeframe)													
Location	Project Description	Project Type			Project Rationale								
		County Project	Community Project	Other Agency/Community Participation	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service
<b>2010 - 2015 Projects (0 - 5 Years)</b>													
Bridgeport	Upgrade Memorial Hall (ADA, fire exits, Aircon lighting, windows, roof, etc.)		x			x	x	x		x		x	x
Chalfant	Demolish and replace community center		x			x	x		x	x		x	x
Walker	A/E Analysis of Walker Community Center		x					x				x	x
Walker	RFQ Community Campus Plan (include Aircon, Vanir items)		x					x				x	x


Mono County Capital Projects (Listed by Timeframe)													
Location	Project Description	Project Type			Project Rationale								
		County Project	Community Project	Other Agency/Community Participation	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service
<b>2015 - 2020 Projects (5 - 10 Years)</b>													
Countywide	RFQ in year 2019 for detailed master plan for 2020-2030 projects	x											
Bridgeport	Aircon audit new double pane windows Annex I	x											
Bridgeport	Expand or demolish and replace Annex I	x				x		x	x	x		x	x
Bridgeport	Aircon audit new boiler and circ. pump Annex II	x							x	x		x	
Bridgeport	Aircon audit install new double pane windows Annex II	x							x	x		x	
Bridgeport	Aircon audit lighting retrofit jail and Sheriff's Admin.	x							x	x		x	
Bridgeport	Aircon audit lighting retrofit Parks shop	x							x	x		x	
Bridgeport	Aircon audit install new double pane windows Probation	x							x	x		x	
Bridgeport	Aircon audit install two new HVAC units and controls Probation	x							x	x		x	
Bridgeport	Historic Jail roof replacement	x						x					
Bridgeport	Road Shop sewer extension or drain field replacement	x						x					
June Lake	Down Canyon access road	x					x						
Lee Vining	Mono City access road	x					x						
Lee Vining	Fencing and landscaping to screen road shop	x											x
Mammoth	Capital improvements to Davidson House	x						x		x	x	x	
Swall Meadows	Access road	x					x						
Walker	Upgrade Road Shop	x						x	x	x			
Walker	Replace EMS housing with permanent building	x							x	x			
Walker	Community center replacement or renovation		x					x				x	x

Mono County Capital Projects (Listed by Timeframe)													
Location	Project Description	Project Type			Project Rationale								
		County Project	Community Project	Other Agency/Community Participation	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service
<b>2020 - 2030 Projects (10 - 20 Years)</b>													
Countywide	Continue video conferencing capability expansion	x							x	x			x
Countywide	RFQ in year 2029 for detailed master plan for 2030-2040 projects	x											
Benton	Demolish and replace Road district 2 storage structure	x							x				x
Benton	Demolish and replace Road district 2 road shop	x							x				x
Bridgeport	Aircon audit replace air handlers Annex I	x							x	x		x	
Bridgeport	Aircon audit new HVAC Memorial Hall Theater	x							x	x		x	
Bridgeport	Aircon audit replace and downsize boiler Parks shop	x							x	x		x	
Bridgeport	Probation office expansion	x							x				x
Bridgeport	Upgrade Road Shop	x						x	x	x			
June Lake	Aircon audit lighting retrofit Sheriff's Substation	x							x	x		x	
June Lake	Aircon audit install high efficiency furnace Sheriff's Substation	x							x	x		x	
June Lake	Road shop	x						x	x	x			x
June Lake	Community Center and Sheriff's Substation Rehab (roof, windows, painting)	x						x					
Mammoth	Relocate Environmental Health, Public Health, Community Development to Sierra Center Mall	x			x				x	x		x	x
Paradise	Improve transfer station services	x							x	x			x
Walker	EMS garage	x						x		x			x
Benton	Complete community center maintenance projects		x					x	x			x	x
Bridgeport	Museum maintenance items		x			x		x				x	x




Mono County Capital Projects (Listed by Timeframe)			
Location	Project Description	Project Type	Project Rationale
		County Project Community Project Other Agency/Community Participation	Mandated Service Legal Requirement Safety Issue Asset Preservation Efficiency Improvements Reduced Operating Costs Other Funding Available Vanir Recommendation Customer Service
2030 + Future Projects (20+ Years)			
Countywide	Provide e-government kiosks in County communities	x	x
Countywide	Develop standard signage package for use throughout County	x	x
Countywide	Develop landfill or alternative waste disposal process for South County	x	
Countywide	Expand or replace Benton Crossing animal shelter	x	x
Countywide	Additional Public Works storage facilities (2)	x	
Benton	Expand government space to provide part-time local services	x	x
Benton	Helo pad for emergencies	x	x
Benton	Truck parking	x	x
Benton	Lighted bulletin board at community center	x	x
Benton	Park enhancements	x	x
Benton	Construct Sheriff's substation	x	x x x x
Bridgeport	Aircon audit install large circ. fan in center of courtyard Annex II	x	x x x
Bridgeport	Aircon audit replace existing fan coils, heating and cooling Courthouse	x	x x x
Bridgeport	Aircon audit install chiller system Courthouse	x	x x x
Bridgeport	Aircon audit install outslulation Courthouse	x	x x x
Bridgeport	Aircon audit install 60 ton chiller Annex I	x	x x x
Bridgeport	Aircon audit electric elevator heating/cooling Courthouse	x	x x x

Mono County Capital Projects (Listed by Timeframe)													
Location	Project Description	Project Type			Project Rationale								
		County Project	Community Project	Other Agency/Community Participation	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service
<b>2030 + Future Projects (20+ Years)</b>													
Bridgeport	Expand EOC	x			x				x				
Bridgeport	Replace EMS housing with permanent building	x							x	x			
Bridgeport	Sheriff's parking lot expansion	x							x				
Bridgeport	Seized vehicle storage	x						x					
Chalfant	Complete park improvements and enhancements	x											x
Crowley	Road rehab for school bus stops and mailbox relocation at Sunny Slopes (in process)	x											x
June Lake	Gull Lake Park upgrade	x											x
Lee Vining	Truck parking	x											x
Mammoth	Construct Town/County complex	x											x
Mammoth	Construct County EMS facility	x								x			
Mammoth	Search and rescue facility	x							x				
Mt. Morrison	Replace or expand Public Works workshop	x							x	x			
Tri-Valley	Construct EMS facility after population has gown sufficiently to make it practical	x							x				x
Countywide	Tennis court rehabilitation		x					x	x				
Benton	Expand bicycle routes, pedestrian pathways and crossings		x										x
Benton	Signage/kiosks at SR 120 and US 6 to attract visitors		x										x
Benton	Ball field improvements		x										x
Bridgeport	Public restrooms		x										x
Bridgeport	Boat ramp extension		x										x
Bridgeport	Public parking for July 4th and other events		x										x
Bridgeport	Visitors center on Main Street		x										x
Crowley	Landscape second community entry island		x										x

Mono County Capital Projects (Listed by Timeframe)			
Location	Project Description	Project Type	Project Rationale
		County Project Community Project Other Agency/Community Participation	Mandated Service Legal Requirement Safety Issue Asset Preservation Efficiency Improvements Reduced Operating Costs Other Funding Available Vanir Recommendation Customer Service
2030 + Future Projects (20+ Years)			
Crowley	Public restrooms at ball field	x	x
Crowley	Develop trail system, bicycle paths, and pedestrian walkways	x	x
Crowley	Affordable housing	x	x
Crowley	Ball field/park improvements	x	x
Crowley	Public parking South Landing Road (pending development)	x	x
Crowley	Community center parking expansion	x	
Crowley	Cluster mailbox installation	x	x
June Lake	Develop multipurpose trail Rodeo Grounds to Village	x	x
June Lake	Main Street - visitors' center, e-government kiosk, public restrooms, parking	x	x
June Lake	Public restrooms adjacent visitors' center at SR 395	x	x
June Lake	Ball field upgrades	x	x
June Lake	Recycling center	x	x
Lee Vining	Affordable housing model	x	x
Lee Vining	Public restrooms	x	x
Lee Vining	Recycling center	x	x
Lee Vining	Recreation center	x	x
Lee Vining	Visitors' center	x	x
Paradise	Community meeting space	x	x
Paradise	Develop park in lower Rock Creek Canyon	x	x
Swall Meadows	Community meeting space	x	x
Swall Meadows	Park, children's playground area	x	x
Swall Meadows	Develop trail system, bicycle and equestrian paths, and pedestrian walkways	x	x

**Mono County Capital Projects (Listed by Timeframe)**

Location	Project Description	Project Type	Project Rationale									
		County Project Community Project Other Agency/Community Participation	Mandated Service	Legal Requirement	Safety Issue	Asset Preservation	Efficiency Improvements	Reduced Operating Costs	Other Funding Available	Vanir Recommendation	Customer Service	

**2030 + Future Projects (20+ Years)**

Swall Meadows	Shuttle pick-up shelters	x										x
Swall Meadows	Educational signage	x										x
Tri Valley	Cemetery and mortuary services	x										x
Walker	Mountain Gate Phase 3 and 4	x							x			x
Benton	Additional trees											x
Benton	Bandstand/Gazebo											x
Bridgeport	Swimming pool											x
June Lake	Library storage											x
June Lake	Museum											x
June Lake	Daycare center											x
Lee Vining	Skateboard park											x
Lee Vining	Cultural resource center											x
Mammoth	Ice skating rink roof											x
Mammoth	Performing arts/ convention center											x
Swall Meadows	Water system											x
Swall Meadows	Fire hydrant system											x
Walker	Skeet shooting range											x
Walker	ATV course											x

Source: TRGConsulting, July 2009 (Revision 05)




## Departmental Surveys



**Departmental Survey Form.** Early in the study each Mono County department completed the electronic survey form that appears on the following pages. The completed surveys provided the planning team with a basic understanding of personnel and space issues for each entity that was part of the study. The information obtained from these surveys was used to prepare for the interviews and tours that were conducted to provide a more in-depth understanding of personnel levels and space needs throughout the county.

**NEEDS ASSESSMENT SURVEY INSTRUMENT**

County of Mono  
Needs Assessment  
2009 

---

DEPARTMENT \_\_\_\_\_ LOCATION / STREET ADDRESS \_\_\_\_\_

DIVISION (IF APPLICABLE) \_\_\_\_\_ CITY, STATE, AND ZIP \_\_\_\_\_

NAME OF PERSON PROVIDING INFORMATION \_\_\_\_\_ TELEPHONE NUMBER ( 760 ) \_\_\_\_\_ FAX NUMBER ( 760 ) \_\_\_\_\_

TITLE \_\_\_\_\_ EMAIL \_\_\_\_\_

---

**1. FUNCTION DESCRIPTION** \_\_\_\_\_  
 Please briefly explain the mission of your department/division. \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**2. SERVICES AND/OR FUNCTIONS PROVIDED**  
 Please indicate the extent to which the services and/or functions in your department/division require the following.

	FREQUENT/ EXTENSIVE	MODERATE	MINIMAL	NONE
Face-To-Face Interaction With Other Depts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Face-To-Face Interaction With The Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please estimate the total number of people who come in contact with your office each day.				
What is the largest number of visitors at one time?				
Paper/Document Processing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paper Storage/File Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic Information Processing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voice/Telephone Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. REASON(S) FOR CURRENT LOCATION OF YOUR OPERATION** (Please check all that apply.)

<input type="checkbox"/> Need for proximity to neighboring dept(s)/div(s)/unit(s)/ function(s). (Please specify below.)	<input type="checkbox"/> Need for proximity to community agencies/groups. (Please specify below.)	<input type="checkbox"/> Easy public access
_____	_____	<input type="checkbox"/> Current location meets space requirement
_____	_____	<input type="checkbox"/> Long-term location; relocation not considered
_____	_____	<input type="checkbox"/> Remotely located; independent operation
_____	_____	<input type="checkbox"/> No particular reason for current location
_____	_____	<input type="checkbox"/> Other (Please specify below.)
_____	_____	_____

---

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PAGE 1 OF 6

**4. CURRENT SPACE OCCUPANTS**

Please indicate the following for all people who physically occupy space in your department/division. This may/may not represent total numbers of staff.

	# OF STAFF	# OF PRIVATE OFFICES OCCUPIED BY THEM	# OF OTHER WORK SPACES USED BY THEM (cubicles, etc.)	COMMENT(S)
--	------------	---------------------------------------	--	------------

Dept./Division Staff (Permanent/FTE)				
Administrative				
Professional				
Technical/Support				
Clerical/Other				
Line/Field				
Dept./Div. Staff Located in Other Area(s)				

Non-Dept./Div. Staff Located in Your Area				
Staff from Other Departments				
Volunteers				
Summer Interns				
Seasonal/Temporary Employees				

**5. HISTORICAL AND ANTICIPATED STAFF**

The numbers shown in this section should represent the total numbers of department/division staff and should NOT be limited to individuals who occupy space.

Please indicate the current (January 2009) number of full-time equivalent staff (FTEs) in your department/division by personnel category. For future years, provide your best estimate of the number of personnel you will need by personnel category.

DIVISIONS ESTIMATED FUTURE NEED	CATEGORIES	2009	2015	2020	2025	2030
	Administrative					
Professional						
Technical/Support						
Clerical/Other						
Line/Field						
<b>TOTALS</b>						

From the list below, please indicate the factors that you feel will have the greatest impact on personnel growth (or reduction) in your department/division over the next 20 years. Please identify any other significant factors that are not included in the list provided.

- Growth in population
- Legislation
- Changes in operational procedures or workload
- Federal/State/Local funding
- Use of technology
- Other (specify below): \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



**6. INTERACTION WITH OTHER DEPARTMENTS AND/OR DIVISIONS**

For each department/division listed, please indicate by check mark the level and frequency of interaction with your department/division and whether any of the identified resources are shared with each.

DEPARTMENTS/DIVISIONS/ UNITS	HOW DOES YOUR DEPARTMENT/DIVISION/UNIT/FUNCTION INTERACT WITH OTHER DEPARTMENTS AND HOW OFTEN?										WHAT TYPE OF RESOURCES DOES YOUR DEPARTMENT SHARE WITH OTHER DEPARTMENTS?			
	FACE-TO-FACE				ELEC-TRONIC		VOICE		PAPER		NO INTERACTION	PEOPLE	SPACE	EQUIP.
	DAILY	AT LEAST ONCE/ WEEK	AT LEAST ONCE/MONTH	OCCASIONAL/ NONE	FREQUENT	INFREQUENT	FREQUENT	INFREQUENT	FREQUENT	INFREQUENT				
1 Assessor														
2 Board of Supervisors														
3 Career Services Center														
4 Child Support Services														
5 Clerk Recorder														
6 Community Development														
7 Building Division														
8 Compliance Division														
9 Planning Division														
10 Commissions & Committees														
11 County Administrative Officer														
12 County Counsel														
13 District Attorney														
14 Elections														
15 Economic Dev. & Special Projects														
16 Finance Department														
17 Auditor - Controller														
18 Treasurer - Tax Collector														
19 Fire Rescue														
20 Health Department														
21 Animal control														
22 Environmental Health														
23 Public Health														
24 Human Resources														
25 June Lake Coalition														
26 Mono County Tourism Commission														
27 Probation														
28 Sheriff-Coroner														
29 Social Services														
30 Other														

DEPARTMENTS/DIVISIONS/ UNITS	HOW DOES YOUR DEPARTMENT/DIVISION/UNIT/FUNCTION INTERACT WITH OTHER DEPARTMENTS AND HOW OFTEN?								WHAT TYPE OF RESOURCES DOES YOUR DEPARTMENT SHARE WITH OTHER DEPARTMENTS?			
	FACE-TO-FACE				ELEC-TRONIC	VOICE		PAPER		PEOPLE	SPACE	EQUIP.
	DAILY	AT LEAST ONCE/WEEK	AT LEAST ONCE/MONTH	OCCASIONAL/ NONE	FREQUENT	INFREQUENT	FREQUENT	INFREQUENT	FREQUENT			
31 (Other)												
32 (Other)												
33 (Other)												
34 (Other)												
35 (Other)												
36 (Other)												
37 (Other)												
38 (Other)												
39 (Other)												
40 (Other)												
41 (Other)												
42 (Other)												
43 (Other)												
44 (Other)												
45 (Other)												
46 (Other)												
47 (Other)												
48 (Other)												
49 (Other)												
50 (Other)												
51 (Other)												
52 (Other)												
53 (Other)												
54 (Other)												
55 (Other)												
56 (Other)												
57 (Other)												
58 (Other)												
59 (Other)												
60 (Other)												
61 (Other)												
62 (Other)												
63 (Other)												
64 (Other)												





## Community Meeting Presentation



**Community Meeting Presentation.** This study began with familiarization tours of public facilities used by each of the communities in Mono County. The consulting team along with members of the Executive Steering Committee conducted community meetings to solicit local input.

Meetings were held with local citizens in:

- Benton
- Bridgeport
- Chalfant
- Crowley Lake
- June Lake
- Lee Vining
- Mammoth Lakes
- Paradise
- Swall Meadows
- Walker/Coleville

Following the community meetings, a list of identified space needs for each community was prepared by the consultants and discussed with the members of the ESC. Recommendations for community projects appear in Section 5 of this need assessment.

The PowerPoint presentation used in the community meetings appears on the following pages.





## Planning Goals

- Capital Programs
- Cost Savings
- Cultural Heritage
- Flexibility (to accommodate the future)
- Parking
- Service to the Citizens of Mono County
- Work Environment

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## Process

- Project Organization & Start
- Review of Existing Documents & Information
- Community Meetings
- Develop Space Standards
- Electronic Survey/Building Inventory
- Establish Existing Need
- 5-20 Year Space Needs Assessment
- Implementation Recommendations

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## Steering Committee

- **Steering Committee to Manage and Assist TRG Staff:**
  - Dave Wilbrecht County Administrative Officer
  - Brian Muir Finance Director
  - Rick McManis Building Official
  - Jeff Walters Assistant Director, Public Works
  - Joe Blanchard Superintendent, Parks & Facilities
  - Harry Munyon Managing Principal, TRGConsulting
  - Kerry Bentz Operations Officer, TRGConsulting
- **Serves as Resource to Provide Documents and Information**
- **Facilitates County Staff Contact**

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## Priorities

- **Priorities Determined by Citizens through their Supervisor**
- **Preliminary Categories:**
  - Life Safety/Public Safety
  - Health & Safety (public and staff)
  - Delivery of Services
  - Preservation of County Resources
  - Improve Functional Efficiency (not related to delivery of services)
- **Outside Funding Source Availability**

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## Community Needs

- **Your Thoughts on Needs:**
  - Facility Needs within Your Community
  - Facility Needs (County Services to Citizens)
- **Needs Can be Provided at Any Time**
- **Needs Assessment will be a Living Document**

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