Eastern Sierra Council of Governments (ESCOG)
Joint Powers Authority Agenda

Wednesday, June 26, 2024, 8:30 a.m.
437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members of the Board

Mono County Supervisor Bob Gardner - Chair, City of Bishop Councilmember Stephen Muchovej - Vice Chair, Inyo County Supervisor Jeff Griffiths, Inyo County Supervisor Trina Orrill, Mono County Supervisor Lynda Salcido, Town of Mammoth Lakes Mayor John Wentworth, Town of Mammoth Lakes Councilmember Chris Bubser, City of Bishop Councilmember Karen Schwartz

NOTE: Board Member Jeff Griffiths will attend this meeting remotely from the following location: California State Association of Counties Offices Conference Room 1100 K St, Sacramento, CA 95814

NOTE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Assistant Clerk at (760) 965-3615. Notification 48 hours prior to the meeting will enable the Town to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 13.102-35.104 ADA Title II)

NOTE: Materials related to an item on this agenda submitted after distribution of the agenda packet are available for public inspection in the Town Offices located at 437 Old Mammoth Road, Suite 230 during normal business hours. Such documents are also available on the ESCOG website at www.escog.ca.gov subject to staff's ability to post the documents before the meeting.

NOTE: You may watch this meeting on the Town of Mammoth Lakes' (TOML) website at https://pub-townofmammothlakes.escribemeetings.com/?Year=2024, via Zoom or on TOML's local government cable channel 18. Public comments may be submitted to the ESCOG Clerk at clerk@townofmammothlakes.ca.gov before and during the meeting or may be made via Zoom or in person.

ZOOM INFORMATION
Join from a PC, Mac, iPad, iPhone or Android device:
Please click this URL to join. https://monocounty.zoom.us/s/92421427651
Or join by phone:
Dial (for higher quality, dial a number based on your current location):
US: +1 669 900 6833 or +1 346 248 7799 or +1 253 215 8782 or +1 646 876 9923 or +1 301 715 8592 or +1 312 626 6799
***To raise your hand press *9, To Unmute/Mute press *6** Webinar ID: 924 2142 7651
International numbers available: https://monocounty.zoom.us/u/achYvzWR9t

1. CALL TO ORDER AND ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. PUBLIC COMMENTS

   Notice to the Public: This time is set aside to receive public comment on matters not calendared on the agenda. When recognized by the Chair, please state your name and address for the record and please limit your comments to three minutes. Under California law the Eastern Sierra Council of Governments Board is prohibited from generally discussing or taking action on items not included in the agenda; however, the Eastern Sierra Council of Governments Board may briefly respond to comments or questions from members of the public. Therefore, the Eastern Sierra Council of Governments Board will listen to all public comment but will not generally discuss the matter or take action on it.
4. CONSENT AGENDA
   - 4.1 Approve the minutes of the Regular Meeting of April 24, 2024.
   - 4.2 Inyo Mono Broadband Consortium Activities Report
   - 4.3 Approve Comprehensive Economic Development Strategy Supplemental Project Lists for Alpine County, Mono County and Inyo County
5. POLICY MATTERS
   - 5.1 Approve Fiscal Year 2024-2025 ESCOG Budget
   - 5.2 Receive a Presentation on the Towns-to-Trails Plan
   - 5.3 Receive a Presentation from Peter Fulks, Cerro Coso Community College Public Services Department Chair, regarding the Sustainable Outdoor Recreation Leadership Program
   - 5.4 Approve Memorandum of Understanding between the Institute for Local Government and the Eastern Sierra Council of Governments for the Provision of Strategic Planning Services and Set Date for Strategic Plan meeting
   - 5.5 Receive an update from Scott Armstrong, Regional Broadband Coordinator, on the BEAD Challenge Process
   - 5.6 Receive update on Sierra Jobs First Draft Strategic Plan
   - 5.7 Executive Director Update Report
6. BOARD MEMBER/AGENCY REPORTS

   Informational reports from Member Agency representatives on committees, commissions, and organizations; general reports on Board Member activities
7. REQUEST FOR FUTURE AGENDA ITEMS
8. ADJOURNMENT

   The ESCOG will adjourn to the next regular meeting scheduled to be held on August 28, 2024.

Eastern Sierra Council of Governments (ESCOG) - Joint Powers Authority (JPA)

Minutes of Regular Meeting

April 24, 2024, 8:30 a.m.
Dual Locations: Bishop Council Chambers and Mammoth Lakes Council Chambers
Bishop Council Chambers 377 West Line Street, Bishop, CA 93514
Mammoth Lakes Council Chambers 437 Old Mammoth Rd., Ste Z Mammoth Lakes, CA 93546

Members Present: Vice Chair Stephen Muchovej, Board Member Trina Orrill, Board Member Lynda Salcido, Board Member John Wentworth, Board Member Chris Bubser, Board Member Karen Schwartz

Members Absent: Chair Bob Gardner, Board Member Jeff Griffiths

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1. CALL TO ORDER AND ROLL CALL

Vice Chair Stephen Muchovej called the meeting to order at 8:32 a.m. in the Bishop Council Chambers, 377 West Line Street, Bishop, CA.

2. PLEDGE OF ALLEGIANCE

Board Member John Wentworth led the Pledge of Allegiance.

3. PUBLIC COMMENTS

There were no comments given at this time.

4. CONSENT AGENDA

Board Member John Wentworth said that the California Jobs First and Broadband reports were coming together and that in the regional summary report provided by the Sierra Business Council in December there was no mention of Digital 395 and Eastern Sierra Connect.

There was discussion among members of the Board.

Moved by Board Member Karen Schwartz
Seconded by Board Member Lynda Salcido

Approve the Consent Agenda

For (6): Vice Chair Stephen Muchovej, Board Member Trina Orrill, Board Member Lynda Salcido, Board Member John Wentworth, Board Member Chris Bubser, and Board Member Karen Schwartz

Absent (2): Chair Bob Gardner, and Board Member Jeff Griffiths

Carried (6 to 0)

4.1 Approve the minutes of the Regular Meeting of February 28, 2024

4.2 Inyo Mono Broadband Consortium Activities Report

4.3 Eastern Sierra California Jobs First Activities Report

5. POLICY MATTERS

5.1 Approve: 1) First Amendment to Consultant Services Agreement #SBC-2023111_ESCOG, and 2) Second Amendment to Consultant Services Agreement #SBC-2023111_ESCOG

Executive Director Elaine Kabala outlined the information in the staff report.

There was discussion between Ms. Kabala and members of the Board.

Moved by Board Member Karen Schwartz
Seconded by Board Member Chris Bubser

Approve the First Amendment to Consultant Services Agreement #SBC-2023111_ESCOG and the Second Amendment to Consultant Services Agreement #SBC-2023111_ESCOG and authorize the Executive Director to execute them.

For (6): Vice Chair Stephen Muchovej, Board Member Trina Orrill, Board Member Lynda Salcido, Board Member John Wentworth, Board Member Chris Bubser, and Board Member Karen Schwartz

Absent (2): Chair Bob Gardner, and Board Member Jeff Griffiths

Carried (6 to 0)

5.2 Approve Contract Agreement Between the Eastern Sierra Council of Governments and Celeste Berg Consulting, LLC for the Provision of Administrative Services

Executive Director Elaine Kabala outlined the information in the staff report.

Celeste Berg introduced herself and provided her background information.

There was discussion between Ms. Kabala, Ms. Berg, and members of the Board.

Moved by Board Member John Wentworth
Seconded by Board Member Karen Schwartz

Approve the Contract Agreement Between the Eastern Sierra Council of Governments and Celeste Berg Consulting, LLC for the Provision of Administrative Services.

For (6): Vice Chair Stephen Muchovej, Board Member Trina Orrill, Board Member Lynda Salcido, Board Member John Wentworth, Board Member Chris Bubser, and Board Member Karen Schwartz

Absent (2): Chair Bob Gardner, and Board Member Jeff Griffiths

Carried (6 to 0)

5.3 Approve Contract Agreement Between the Eastern Sierra Council of Governments and Kate Morley for the Provision of Administrative Services

Executive Director Elaine Kabala outlined the information in the staff report.

There was discussion between Ms. Kabala and members of the Board.

Moved by Board Member John Wentworth
Seconded by Board Member Lynda Salcido

Approve the Contract Agreement Between the Eastern Sierra Council of Governments and Kate Morley for the Provision of Administrative Services.

For (6): Vice Chair Stephen Muchovej, Board Member Trina Orrill, Board Member Lynda Salcido, Board Member John Wentworth, Board Member Chris Bubser, and Board Member Karen Schwartz

Absent (2): Chair Bob Gardner, and Board Member Jeff Griffiths

Carried (6 to 0)

5.4 Discuss Member Agency Contribution Allocations and Provide Direction to Staff

Vice Chair Stephen Muchovej and Executive Director Elaine Kabala outlined the information in the staff report.

Inyo County Administrative Officer Nate Greenberg spoke about the discussions that had taken place amongst the managers of the member agencies, and said they would continue to meet in order to come up with an equitable cost sharing agreement.

There was discussion between Ms. Kabala, Mr. Greenberg, and members of the Board.

Staff was given direction to work with the agency managers on a cost share distribution plan and bring it back to the Board at a future meeting.

5.5 Executive Director Update Report

Executive Director Elaine Kabala outlined the information in the staff report.

Board Member Lynda Salcido left the meeting at 9:31 a.m.

PUBLIC COMMENT:

Celeste Berg asked about the logistics of project coordinators for California Jobs First.

There was discussion between Ms. Kabala, Ms. Berg, and members of the Board.

6. BOARD MEMBER/AGENCY REPORTS

Board Member Karen Schwartz reported that the office building next to the Masonic Temple would be converted to apartments, said that Bishop had recently updated their Downtown Specific Plan to incorporate housing that would be built behind the bowling alley, and said that she attended the Chamber Mixer last night at the new vet hospital.

Board Member John Wentworth reported that the Town of Mammoth Lakes Town Council would meet on May 1st, and said that he would attend the California Jobs First meeting tomorrow and the upcoming California Trails and Green Waste Conference on behalf of the Towns to Trails effort. Mr. Wentworth spoke about other regional efforts including Connected Communities located north of Tahoe, and Pines to Minds which would go from Tahoe to Grass Valley. He said that he would attend the Society of Outdoor Recreation Professionals' National Outdoor Recreation Conference and said that he would speak on a panel at the National Association of Counties Western Interstate Region Conference in Yosemite.

Board Member Chris Bubser said that she had attended Sierra Day at the Capital which was organized by the Sierra Nevada Alliance, the Sierra Nevada Conservancy, Keep Tahoe Blue, and the Sierra Business Council, and gave an overview of the topics that were presented. Ms. Bubser reported that Senator Marie Alvarado-Gil had sponsored multiple bills around wildfire.

Mono County Administrative Officer Sandra Moberly reported that she and several of the Mono County Supervisors attended the 2024 California State Association of Counties (CSAC) Legislative Conference in Sacramento last week and met with Senator Marie Alvarado Gil's staff while they were there to discuss the wildfire prevention efforts that were happening in Mono County, the Dave McCoy Highway designation, and housing. Ms. Moberly reported that they also met with the California Office of Emergency Services (CalOES) and discussed extreme weather and how to create more resilience in the community. She said Board Members Lynda Salcido and Bob Gardner were working with Yosemite Area Regional Transportation System (YARTS) to provide free YARTS passes for Mono County residents this summer and reminded the group that there were no reservation requirements to enter Yosemite National park via YARTS. She reported that Board Member Salcido would attend the California Jobs First meeting in Truckee tomorrow and that she herself would attend the Friday meetings via Zoom. She announced that the Mono County Board of Supervisors had adopted a tribal land acknowledgement that would be provided on all their agendas, and that Mono County Counsel Stacey Simon would retire effective May 10th and that Chris Beck would step into that position.

Vice Chair Stephen Muchovej announced that the Clean California funding which the City of Bishop had been receiving from Caltrans and used to support bathrooms by the YMCA was depleted and therefore, the program had been discontinued. Mr. Muchovej encouraged everyone to walk over to C5 Studios in Bishop to see the mural that had been painted by several community members, and said that he had attended the Owens Valley Pupfish Release Ceremony with the Bishop Paiute Tribe on Earth Day.

There was discussion among members of the Board.

7. REQUEST FOR FUTURE AGENDA ITEMS

Board Member John Wentworth requested an update on the status of the potential Federal designation of Sage-Grouse at a future meeting.

8. ADJOURNMENT

The meeting was adjourned at 9:52 a.m.

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Angela Plaisted, Assistant Clerk

Eastern Sierra Council of Governments (ESCOG)
Joint Powers Authority Agenda

STAFF REPORT

To:	ESCOG Joint Powers Authority
From:	Scott Armstrong, Regional Broadband Coordinator
Subject:	**Informational Broadband Update**
Meeting date:	**June 26, 2024**
Prepared on:	June 20, 2024
Attachments:	none

The following report provides information and updates associated with the regional broadband activities. I would be happy to discuss these topics or any other broadband-related topics in more detail at your convenience.

Grants Information:

BEAD (Construction and Digital Equity):

The State's 30-day Broadband Equity, Access, and Deployment (BEAD) challenge process will begin on Monday July 8, 2024. The State released a map of the initial list of locations indicating *served status* on June 17, but the final version of the location data will be published the week of June 24.

I encourage every Internet service customer to verify that their Internet service *served status* is correctly indicated on the challenge process map. If the map indicates that your service is better than what you actually receive, you can challenge that information through the State's website (https://register.challenge.cpuc.ca.gov/individual-challengers - click on the "Submit Individual Challenge" button) to make sure that it is eligible for a BEAD-funded project.

Funding for BEAD projects will prioritize all unserved locations first, then underserved locations, and then anchor institutions with service speeds below 1Gbps.

For assistance with this process, please contact Scott Armstrong at sarmstrong@inyocounty.us.

FFA & Infrastructure Grant (Construction):

The CPUC is starting to award CPUC Last-Mile Federal Funding Account grant applications. Three applications for projects in Plumas County were awarded in early June, and six applications have been proposed for consideration at the July 11, 2024, CPUC Voting Meeting. I expect that there will be a several additional awards proposed for consideration in the next few weeks.

There was significant overlap in applications for project areas submitted for these grant programs, and the CPUC has been working to determine how best to award funds under each program. There are no Infrastructure Account grant applications for our region, but there are FFA applications for Convict Lake to McGee Creek, June Lake, and Mammoth and the Lakes Basin in Mono County, as well as Aspendell, Starlite, South Lake, Lone Pine, Alabama Hills, and Pearsonville in Inyo County. The FFA program funds last-mile construction.

USDA RD BTA (Design only):

The USDA Rural Development Broadband Technical Assistance last-mile network design Projects for Hammil (Mono County) and Furnace Creek (Inyo County) are still in the early stages. The Mono County Request for Proposals (RFP) for network contractors is in the review process and the Inyo County RFP was posted June 11, 2024. All work needs to be completed by September 2025.

Middle-Mile Broadband Initiative (MMBI)

Construction in southeastern Inyo to connect Death Valley is in the planning phase, with some conduit being placed as Caltrans executes road work projects and repairs. The purchase of the Digital 395 network is still in progress, with a delay in closing the purchase agreement. The delays in finalizing the agreement language to transfer some of the rights of way agreements and easement agreements caused the delay. The purchase agreement is now expected to be completed by the end of August 2024.

Affordable Connectivity Program (ACP) has Ended (for now):

"Due to a lack of additional funding from Congress, the Affordable Connectivity Program has ended for now. Effective June 1, 2024, households will no longer receive an ACP discount." -- https://www.fcc.gov/acp

While ACP is no longer offering discounts for ACP-eligible households, California maintains a list of current, low-cost plans offered by Internet Service Providers in the state: https://www.internetforallnow.org/offers/low-cost-plans. Additionally, State and Federal grant programs include requirements for affordable Internet service plans for low-income homes.

IMBC Annual Audit:

The CASF Rural and Urban Regional Broadband Consortia Account grant that is funding the IMBC work requires an annual audit of expenditures for each grant year. While it has been difficult finding a CPA interested in this work, we did finally secure an auditor to conduct all three annual audits associated with the current Consortia

grant, covering the grant period from February 2023 through January 2026. The first of the three audits will be submitted to the CPUC by the end of June 2024.

Inyo-Mono Broadband Consortium Website: https://ConnectedEasternSierra.net/

BUDGET IMPACTS:
None.

LEGAL REVIEW:
Not applicable.

RECOMMENDATION:
None, informational only.

EASTERN SIERRA COUNCIL OF GOVERNMENTS (ESCOG)
Joint Powers Authority

STAFF REPORT

To: ESCOG Board

From: Elaine Kabala, ESCOG Executive Director

Subject: Approval of Approve Comprehensive Economic Development Strategy Supplemental Project Lists for Alpine County, Mono County and Inyo County

Prepared on: June 19, 2024

Attachments: A) Appendix E – Alpine County CEDS Project List
B) Appendix F – Mono County CEDS Project List
C) Appendix G – Inyo County CEDS Project List

BACKGROUND/HISTORY:

The Eastern Sierra Council of Governments (ESCOG) engaged with Alpine, Inyo and Mono Counties, Mammoth Lakes and Bishop completed a regional economic development strategy required to access federal and other funding opportunities known as a Comprehensive Economic Development Strategy (CEDS). The CEDS was approved by the US Department of Commerce Economic Development Administration (EDA) on January 5, 2024.

The CEDS sets forth six focus areas with identified goals and objectives. The CEDS takes a higher level planning approach through the Evaluation Framework section of the document in outlining Metrics for Success for each area. In response to Economic Development Administration direction on an application submitted by the Town of Mammoth Lakes, all member agencies have been asked to prepare a supplemental project list of priorities to be included as an Appendix to the CEDS to increase opportunities for project funding. This would be an appendix by refence that may be updated at least annually by the ESCOG members and partners.

ANALYSIS/DISCUSSION:

Alpine, Mono and Inyo Counties have provided the attached appendices to included in the document. These lists provide identified projects and programs necessary to meet the strategic goals and objectives of the regional CEDS document. The lists are intended to be dynamic and be updated regularly. The lists have been approved by each respective Board

(Inyo County pending June 25).

LEGAL REVIEW:
ESCOG Counsel has reviewed this item and found that it complies with the law.

RECOMMENDATION:
Staff recommends the ESCOG Board take the following actions approve the incorporation of the attached project lists as an Appendices to the Eastern Sierra CEDS.

Appendix E
Alpine County CEDS Projects List

Bear Valley Town Lift Connection Project

Overview: Embarking on a transformative initiative, Bear Valley is proud to introduce the Bear Valley Town Lift Connection Project—a visionary endeavor designed to connect the community of Bear Valley to the renowned Bear Valley Ski Resort. This innovative project, established as a private-public partnership between Bear Valley Ski Resort and Alpine County, is poised to bring about substantial economic benefits, community connectivity, and recreational opportunities.

Project Objectives:

1. *Master Planning & Site Assessment:* Undertake a comprehensive master planning and site assessment process to strategically outline the construction and integration of the Bear Valley Town Lift. This phase will consider factors such as topography, environmental impact, and community connectivity.
2. *Community Engagement:* Foster active participation from the local community throughout the project. Engage in open dialogue to understand community needs, address concerns, and incorporate valuable insights into the planning and execution phases.
3. *Cost Analysis:* Conduct a detailed cost analysis to determine the financial requirements for the project. This includes estimating costs for lift installation, infrastructure development, safety measures, and ongoing maintenance. Develop a sustainable financial plan to ensure the project's success.
4. *Permitting:* Navigate through regulatory processes to obtain the necessary permits for lift construction. Collaborate with local authorities and regulatory bodies to ensure compliance with environmental, safety, and construction standards.
5. *Construction:* Execute the construction plan for the Bear Valley Town Lift, connecting the community to the Bear Valley Ski Resort. Implement safety measures, ensure structural integrity, and create a seamless and efficient transportation link.

Projected Economic Benefits: The Bear Valley Town Lift Connection Project is anticipated to deliver a multitude of economic benefits to the region, including:

1. *Job Creation:* Generate employment opportunities during the construction phase and subsequently through the operation of the lift, contributing to local economic growth.
2. *Business Vitality:* Stimulate business activity in Bear Valley by enhancing accessibility to the ski resort, attracting visitors, and fostering a thriving local economy.
3. *New Business Creation:* Encourage the establishment of new businesses catering to the increased influx of visitors and residents, further diversifying the local economy.
4. *Sustainable Transportation:* Introduce a sustainable transportation solution that reduces reliance on traditional vehicles, contributing to environmental conservation efforts.
5. *Safety Improvements:* Enhance safety for residents and visitors by providing a reliable and efficient transportation link between the community and the ski resort.
6. *Recreational Access:* Expand recreational opportunities by providing access to new terrain, attracting outdoor enthusiasts and bolstering the region's appeal.
7. *Increased Skier Demand:* Drive increased demand for skiing and recreational activities, benefiting the Bear Valley Ski Resort and the local tourism industry.

8. *Tax Generation:* Contribute to the region's economic strength through the generation of transient occupancy tax and sales tax, supporting community services and infrastructure development.

Community Connectivity: The Bear Valley Town Lift Connection Project represents a new chapter in the region, fostering stronger connections between the Bear Valley community and the Bear Valley Ski Resort. This initiative reflects a commitment to sustainable growth, economic prosperity, and a vibrant community, establishing Bear Valley as a premier destination in the region. Through collaboration between the private and public sectors, this project is set to leave a lasting legacy, enhancing the overall quality of life for residents and visitors alike.

Turtle Rock Park Rehabilitation and Reconstruction Project

Overview: Alpine County is embarking on a crucial endeavor—the Turtle Rock Park Rehabilitation and Reconstruction Project. This comprehensive initiative aims to restore and enhance the largest County-owned facility, Turtle Rock Park (TRP), which was tragically devastated by the Tamarack Fire. The project encompasses various phases, including master planning & site assessment, community engagement, cost analysis, permitting, and construction.

Project Objectives:

1. *Master Planning & Site Assessment:* Conduct a thorough assessment of the 125-acre property along Hwy 89 that encompasses Turtle Rock Park. Develop a comprehensive master plan that outlines the rehabilitation and reconstruction strategies, taking into consideration the unique topography and environmental aspects.
2. *Community Engagement:* Foster active involvement and input from the local community throughout the project. Encourage dialogue to understand the community's needs, desires, and concerns, ensuring that the rehabilitation aligns with their aspirations and enhances their overall well-being.
3. *Cost Analysis:* Perform a detailed cost analysis to determine the financial requirements for the project. This includes estimating costs for tree removal, facility reconstruction, landscaping, and any other necessary elements. Develop a sustainable financial plan to ensure the project's successful execution.
4. *Permitting:* Navigate through regulatory processes and secure all necessary permits for the rehabilitation and reconstruction of Turtle Rock Park. This involves liaising with relevant authorities and ensuring compliance with environmental, zoning, and construction regulations.
5. *Construction:* Execute the rehabilitation and reconstruction plan, focusing on revitalizing the campground amenities and world-renowned disc golf course. Rebuild multiple public restroom buildings, campground facilities, campground pavement, and sports courts to restore Turtle Rock Park to its former glory.

Projected Impact: The successful implementation of the Turtle Rock Park Rehabilitation and Reconstruction Project is poised to bring about transformative changes in Alpine County. The project anticipates the following positive outcomes:

1. *Economic Growth:* Stimulate economic development by creating new job opportunities during the construction phase and subsequently through the operation of revitalized facilities.

2. *Facility Enhancement:* Provide upgraded and modernized facilities that cater to the diverse recreational needs of the community, attracting visitors and fostering a sense of pride among residents.
3. *Visitor Services:* Enhance the overall experience for visitors with improved amenities, creating a destination that draws tourists and contributes to the local economy.
4. *Transit Hubs:* Explore opportunities to develop transit hubs, facilitating easy access to Turtle Rock Park and boosting connectivity within the county.

Long-Term Economic Success: Recognizing the pivotal role Turtle Rock Park plays in the long-term economic success of Alpine County, this project signifies a commitment to resilience and growth. By restoring this recreational gem, the county aims to not only recover from the impacts of the Tamarack Fire but also emerge stronger, more vibrant, and economically prosperous. The Turtle Rock Park Rehabilitation and Reconstruction Project is a testament to Alpine County's dedication to its community's well-being and the sustainable development of its assets.

Lake Tahoe Community College Forestry Education and Job Placement Program

Alpine County has coordinated with Lake Tahoe Community College for the past several years to develop a new Forestry Education and Job Placement Program, which is finally available to students. A former Alpine County fire chief was instrumental in the development of the program, and much of the program uses forest land in Alpine County as the “classroom” for its students. Alpine County will continue to partner with Lake Tahoe Community College to develop the program, enhance its offerings to students, and expand enrollment in coming years. Graduates from the program are eligible for placement opportunities in Alpine County, thus retaining talent locally. There may be ways to scale or replicate this program in other parts of the region, contributing to continued collaboration efforts between CSEDD counties.

Alpine County EV Electrification Project

Alpine County is embarking on a 5-year strategy to leverage make-ready programs with PG&E, Liberty Utilities, and CALeVIP to fund and install Level 3 Electric Vehicle (EV) charging stations in Alpine County. Rural destinations are often less accessible to EV travelers due to a general lack of charging stations, making rural travel risky (in the event of travel disruptions) or impossible. Adding charging stations to Alpine County will make EV visitorship to the region more reliable, expanding opportunities for residents in typically urban areas to make Alpine County a travel destination. This will be a phased project prioritizing the installment of charging stations in Bear Valley, Kirkwood, and Markleeville.

Sierra Towns to Trails Plan & Alpine County Trails Development

The Sierra Towns to Trails Plan will identify opportunities to connect Sierra communities to each other and to federal public lands throughout the region, from northern Alpine County to southern Inyo County. The planning process will engage the recreation capacities of Alpine, Inyo, and Mono counties, as well as land management partners in the Eastern Sierra Sustainable

Recreation Partnership, residents, and recreation stakeholders. Modeled on the successful "Trails Master Plan for the Lost Sierra Region," developed by Sierra Buttes Trail Stewardship, the Towns to Trails Plan will inventory existing trail and trail support infrastructure, identify connectivity challenges, and produce a trails plan with recommended projects for environmental analysis and implementation along with plans for sustainability and maintenance. Sierra communities will benefit from additional recreation and alternative transportation opportunities. Alpine County will continue the trails development strategy to connect regions of Kirkwood and Bear Valley to Eastern and Western Counties and Communities.

Alpine County Economic Development and Community Development are currently working with local stakeholders and subject matter experts to develop trails priorities in Alpine County. Trails developments are focused on creating connectivity within the community and access for all types of trail users. This group is meeting bi-weekly to determine route selection, stakeholder engagement, strategic planning and partnership development.

Hot Springs Road Reconstruction Project

Alpine County is coordinating with Caltrans to propose a reconstruction project for Hot Springs Road from Laramie Street to the entrance of Grover Hot Springs Park. The project aims to improve pavement conditions and provide paved shoulders for Class 2 and 3 bicycle lanes where possible. The purpose of the project is to increase safety for drivers and bicyclists by providing bicyclists with wider paved shoulders, and drivers with a consistent roadway section and a wider area for recovery should they veer out of the travel lane. The project will also expand road width to improve evacuation efforts for residents and visitors, and to allow passage for emergency responders during emergencies (e.g., wildfires).

Tamarack Fire Restoration Project

The federal government, acting though the U.S. Forest Service, awarded a $1.815 million dollar restoration grant to Alpine County for the purpose of wildfire restoration activities on State, County, and Private lands impacted by the Tamarack Fire (2021). The Tamarack fire impacted approximately 8,000 acres of private lands in Alpine County, some of which have already begun restoration activities. It is possible that restoration support can be provided to land already under restoration, however the first effort of Alpine County is to identify those landowners that are not otherwise enrolled in a state or federal program. Over the next several months the Tamarack Emergency Forest Restoration Team (Tamarack EFRT) will identify interested landowners and discuss appropriate restoration support for those properties, in the context of the landowners' objectives and the overall landscape restoration process on surrounding public and private lands. Restoration activities may include: biomass removal, mulching/mastication, reseeding trees and replanting other flora (grasses, forbs, shrubs), erosion control and repair, and watercourse repair. The Alpine County Board of Supervisors has selected a team of consultants to assist with the implementation of the program and has allocated funding to conduct program work through June 2025.

Alpine County Economic Analysis

Alpine County, located amidst the stunning Alpine landscapes, boasts a rich diversity of aquatic ecosystems, making it a prime destination for anglers seeking pristine fishing experiences. To harness the economic potential of angling while preserving the county's natural heritage, we propose an in-depth Economic Analysis of Angling in Alpine County with a focus on the East and West Carson River Watersheds. This project aims to comprehensively assess the economic impact of angling and formulate strategies for sustainable fisheries enhancement, with a specific focus on improving access, optimizing fish planting practices, identifying priority focus areas, and implementing habitat improvement measures.

1. Assessing Economic Significance:
    - Objective: Quantify the economic contributions of angling to Alpine County's economy, encompassing both direct and indirect economic impacts.
    - Methodology: Conduct surveys, collect data on angler expenditures, and analyze the ripple effects on local businesses, tourism, and job creation.
    - Outcome: A clear understanding of the economic significance of angling, serving as a baseline for further analysis.
2. Access Enhancement:
    - Objective: Improve access to fishing spots, ensuring that anglers can easily and safely reach their desired locations.
    - Methodology: Identify existing access points, evaluate their conditions, and prioritize areas for enhancement.
    - Outcome: A strategic plan for enhancing access, including recommendations for infrastructure development and maintenance.
3. Fish Planting Optimization:
    - Objective: Optimize fish stocking practices to maintain healthy fish populations and align them with angler preferences.
    - Methodology: Analyze historical fish stocking data, angler preferences, and species diversity to determine the most effective stocking strategies.
    - Outcome: A comprehensive plan for fish planting, addressing species selection, stocking frequencies, and locations.
4. Focus Area Identification:
    - Objective: Identify and designate specific areas for various types of angling experiences, catering to diverse angler interests.
    - Methodology: Analyze angling trends, preferences, and ecological suitability to categorize regions for focused angling activities.
    - Outcome: A map of designated focus areas with recommendations for the type of angling experience to promote in each area.
5. Habitat Improvement Strategies:
    - Objective: Implement habitat improvement measures including the East and West Carson Watersheds to ensure the long-term health of aquatic ecosystems and enhance angler experiences.
    - Methodology: Conduct habitat assessments, prioritize areas for restoration, and develop habitat improvement strategies.

- Outcome: A habitat improvement plan, detailing recommended restoration projects, erosion control measures, and invasive species management.

6. Balancing Conservation and Economic Development:
   - Objective: Develop strategies that strike a balance between economic development and conservation efforts.
   - Methodology: Assess existing fishing regulations, consult with local stakeholders, and identify opportunities to promote sustainable angling practices.
   - Outcome: Recommendations for regulatory adjustments and conservation initiatives that support both economic growth and ecological preservation.

By undertaking this Economic Analysis of Angling in Alpine County, we aim to empower the county's decision-makers with data-driven insights and actionable strategies. This project not only seeks to boost the local economy but also underscores the importance of responsible environmental stewardship. Alpine County can set an example for sustainable, nature-based economic development, ensuring that future generations can enjoy the natural beauty and recreational opportunities it offers.

Market at Markleeville

Alpine County is excited to announce the return of *Market at Markleeville* in downtown Markleeville on Montgomery Street. The *Market at Markleeville* is an immersive experience that brings together talented local artists, crafters, producers, growers, and non-profit organizations in one dynamic marketplace. The market offers an incredible opportunity for attendees to engage with a diverse array of artistic expressions, discover unique handcrafted treasures, and support the thriving arts community.

Highlights of the *Market at Markleeville* include:

1. Live Music: Enjoy the soulful melodies and captivating performances of talented local musicians, who will create an enchanting ambiance throughout the day. From acoustic melodies to foot-tapping beats, the live music will enhance the overall experience and delight all attendees.
2. Local Artists and Crafters: Immerse yourself in the world of creativity as you peruse the works of talented local artists and crafters. Explore handmade jewelry, paintings, ceramics, sculptures, textiles, and much more. Witness the passion and dedication that goes into every piece, and discover that perfect artwork to adorn your living space.
3. Producers and Growers: Delight your taste buds with an assortment of delectable treats and fresh, locally grown produce. From artisanal cheeses and baked goods to organic fruits and vegetables, the market showcases the finest offerings from local producers and growers. Savor the flavors and support sustainable agriculture in the community.
4. Non-Profit Organizations: Engage with non-profit organizations dedicated to making a positive impact in the community. Learn about their missions, initiatives, and how you can contribute to their valuable work. Discover opportunities for volunteerism, advocacy, and spreading awareness about the causes closest to your heart.

The *Market at Markleeville* is a must-attend event for anyone seeking a delightful day out, immersed in the rich tapestry of local artistry, craftsmanship, and community spirit. Whether you're a seasoned art enthusiast or simply looking for a fun-filled experience, this market promises something for everyone.

Project	Project Description	Project Source
Lee Vining Road Repairs	Rebuild more resilient roads in the Lee Vining area.	Mono County / The Ferguson Group
Escape Roads and Evacuation Routes	General resiliency repairs and maintenance to improve roadways in the County.	Mono County / The Ferguson Group
Regional Dispatch and Emergency Operations Center	Funds to establish a regional dispatch and emergency operations center. Use facility and technology to coordinate emergency response with neighboring communities.	Mono County / The Ferguson Group
Bridgeport Paramedic Station	Funds to provide repairs and maintenance to the Bridgeport paramedic station living quarters.	Mono County / The Ferguson Group
General Paramedic Station Upgrade Earmark	Funds to repair and maintain paramedic station living quarters across the County.	Mono County / The Ferguson Group
Public space/facility earmark	Funds to enhance public facilities like parks and tennis courts.	Mono County / The Ferguson Group
Multipurpose visitor center/community center/economic center	Funds that would allow the County to purchase or repair existing facilities for the purpose of economic development.	Mono County / The Ferguson Group
Fire Truck Acquisition	Replace fire trucks used by volunteer firefighters in the County.	Mono County / The Ferguson Group
Bridgeport Airport Hangar Construction	Funds to build additional aircraft hangars at the Bridgeport Airport, and also for the purposes of improving emergency response operations.	Mono County / The Ferguson Group
Rural Healthcare Facility Construction	Funds to reopen an emergency healthcare clinic in Bridgeport.	Mono County / The Ferguson Group
USFS Water Line Extension	Funds to build a water line from the Bridgeport PUD hookup in Bridgeport the the USFS facility north of town to create infrastructure for USFS housing.	Mono County / The Ferguson Group
Walker EMS Station garage	Funds to add and maintain modifications to an existing paramedic crew station/quarters at the cost of approximately $250,000. The existing station is a double-wide manufactured home around 60-70 years old that is in need of updated HVAC, flooring, repairs, and a climate-controlled garage to house one ambulance and medical supplies.	Mono County / The Ferguson Group
Two new Stryker gurneys & load systems	Funds to obtain two Stryker gurneys & load systems at a cost of approximately $200,000. One to replace an older gurney and retrofit a backup ambulance with a load system. The other gurney and load system to be installed in a new ambulance to be ordered in the near future.	Mono County / The Ferguson Group
Two new Stryker stair chairs	Funds to obtain two Stryker Stair Chairs. One to replace in an ambulance that uses the stair chair frequently and is in need of replacement. The other to have in a back-up ambulance that currently does not have one.	Mono County / The Ferguson Group
Bryant Field Airport - Emergency Services Helicopter Landing area		Mono County / The Ferguson Group
Lee Vining Airport - Emergency Services Helicopter Landing Improvements		Mono County / The Ferguson Group
Topaz Bridge Safety Rehabilitation		Mono County / The Ferguson Group
Larson Lane Bridge Safety Rehabilitation		Mono County / The Ferguson Group
Cunningham Lane Bridge Safety Rehabilitation		Mono County / The Ferguson Group
Walker Community Center EV Charging Station		Mono County / The Ferguson Group
Benton Community Center EV Charging Station		Mono County / The Ferguson Group
June Lake Community Center EV Charging Station		Mono County / The Ferguson Group
Crowley Lake Community Center EV Charging Station		Mono County / The Ferguson Group
Lee Vining Avalanche Bypass		Mono County / The Ferguson Group
June Lake - North Shore Drive road upgrade to Avalanche Bypass		Mono County / The Ferguson Group
Pumice Landfill - Fuel Reduction Wood Chipper	Wood chipper to help process materials brought in from forest fuel reduction projects.	Mono County / The Ferguson Group
911 Regional Dispatch Center	Regional police dispatch center to consolidate the individual dispatch centers in several municipalities in the larger area. Could potentially double as a emergency operations center (EOC).	Mono County / The Ferguson Group
Main Street Beautification	Facade improvements, building upgrades, murals, paint and sign upgrades, etc. in all Mono County communities.	Mono County / The Ferguson Group
June Lake Parking Lot	Purchase and refurbish a parking lot for better access to businesses. Parking lot would also contain facility for storage of disaster relief vehicles such as snow plows.	Mono County / The Ferguson Group
EV Infrastructure	Place EV chargers in locations accessible to the public throughout Mono County.	Mono County / The Ferguson Group
CERF Program Planning	STATE ISSUE: Advocate against legislation that would remove California Jobs First (CJF) funding allocations. CJF could be targeted to help relieve the state deficit. (Formerly CERF)	Mono County / The Ferguson Group
Records Management	Funding to digitize and enhance records management. Especially important for mitigating the threat posed by emergencies (in particular, fires that could destroy analogue records).	Mono County / The Ferguson Group
Election Equipment	Elections equipment (in particular, backup equipment and ballot-on-demand equipment to allow ballots to be printed on site).	Mono County / The Ferguson Group
Wireless connectivity equipment for connectivity in the field	Purchase and install wireless routers and connectivity equipment in all EMS and emergency response vehicles. This equipment will ensure that first responders are able to communicate by voice and video in the most remote areas of Mono County. These issues have arisen when behavioral health specialists are unable to communicate with others while on response calls in remote areas.	Mono County / The Ferguson Group

Project	Project Description	Project Source
WIC Women Infants Children	As Congress negotiates government funding for Fiscal Year (FY 2024), the U.S. Department of Agriculture (USDA) is warning of a critical $1 billion budget shortfall within the Special Supplemental Nutrition Program for Women, Infants and Children (WIC). Urge Congress to take action to fully fund WIC to ensure California does not have to reduce benefits or create waitlists, and so that no participants lose access to the program.	Mono County / The Ferguson Group
Child Care Funding	1) Increase pay for child care providers-provide income parity with Kindergarten teachers. Providers earn approximately 25% of what K teachers make. 2) Decrease family cost of child care by supplementing the Alternative Payment Program for Child Care.	Mono County / The Ferguson Group
Federal Child Tax Credit	Advocate to make the Child Tax Credit permanent. The House voted on 1/31/24 to temporarily expand the Child Tax Credit (CTC). The Wyden-Smith proposal would raise the CTC through 2025, but the credit is still scheduled to decrease in 2026.	Mono County / The Ferguson Group
Mass Care and Sheltering	Advocate for States to receive dedicated funding to allocate to county Health and Human Services to perform mass care and sheltering. Counties that are tasked with Mass Care and Sheltering do not receive dedicated funding to implement these requirements.	Mono County / The Ferguson Group
Land Purchase for Mixed-Use Development, including affordable/workforce housing and main street commercial	$2,000,000 for the purchase of land on a community "main street" which will improve the health and wellbeing of community residents by allow for greater walkability, lower or beyond net-zero carbon impact, increased healthy by increasing daily steps for residents, increased access to jobs and economic opportunities on the "main street" and increase access to workforce for existing and new businesses in the community. Commercial space opportunities include childcare, medical care, pharmacy, library or other public facilities. Housing space opportunities include affordable workforce and traditional affordable housing to meet county and community needs. Overall building to be built to ultra-efficient, healthy, and comfortable Passive House standard, reducing energy usage by up to 90% for heating and cooling, while improving health, comfort, and reducing infection rates through ventilation and control of humidity. Potential purchase includes around 2 acres of prime developable land on one of the county's community's "main streets". Community qualifies as rural. Purchase would qualify under CDBG rules.	Mono County / The Ferguson Group
Low-Income Housing Tax Credit (LIHTC) program improvements in Tax Bill before Senate	Advocate for the passage of the bill recently passed by the house and the Senate Ways and Means committee, which includes improvements in the Child Tax Credit, and improvements to the LIHTC program (increased 9% credit allocations, and reduced private activity bond minimum for 4% projects)	Mono County / The Ferguson Group
California Radio Interoperability System (CRIS) Radio site at new Jail in Bridgeport	The town of Bridgeport does not have a CRIS radio site. When the new jail and dispatch center go live, communication and connectivity to CRIS will have to rely on a County funded and maintained microwave connection.	Mono County / The Ferguson Group
Dispatch Radio Console equipment for the new Jail and Dispatch Center	Mono County is building a new jail and 911 Dispatch Center that will be tied into the California Radio Interoperability System (CRIS). The existing console system is not capable of console level connectivity with CRIS and will limit functionality of the system.	Mono County / The Ferguson Group
Broadband Funding	Funding to provide Broadband connectivity in remote areas Mono County. Many rural areas do not have good connectivity and in some areas no connectivity at all. This has impacts on public safety, business operations and day to day life.	Mono County / The Ferguson Group
Cybersecurity Funding	Cybersecurity is one of the highest priorities for IT. Safeguarding our systems, data, and information is crucial. As an organization, we must continually work to provide higher levels of security. IT has a number of initiatives that could help us and strengthen the security posture of the organization. This includes Penetration Testing, Vulnerability Management, and developing a Security Profile Roadmap are at the top of the list. Dedicated cybersecurity staff is a large hole in our current environment. a Chief Information Security Office (CISO) and Cybersecurity Analyst are key positions that should be developed and considered for funding.	Mono County / The Ferguson Group
Annex I/II Library Paint	Bridgeport Campus paint to include Annex I/II Library Paint	Mono County Public Works CIP
Prop 68	Prop 68 grant for Mono Lake Park, Lee Vining Streetscape connecting 395 to Guss Hess Park, Bridgeport Park, and Walker Park. Upgrades and ADA improvements to park facilities.	Mono County Public Works CIP
Annex I/II Carpet	New carpeting for Annex I and Annex II	Mono County Public Works CIP
Annex I/II Library Roof	New roofs for Annex I/Annex II/Library	Mono County Public Works CIP
Lee Vining Community Center Ridge Cap	Planning and material phase.	Mono County Public Works CIP
June Lake Substation Stairs	Planning phase for new stairs/concrete for entrance to June Lake Substation	Mono County Public Works CIP
Civic Center Mechanical Yard	Mechanical Yard Enclosure Civic Center to protect equipment including HVAC from the elements.	Mono County Public Works CIP
Tennis Court Renovation - Chalfant	Chalfant tennis court resurfacing	Mono County Public Works CIP
Shutters - Mono County Civic Center	Civic Center - east side shutters	Mono County Public Works CIP
New trash cans at Bridgeport Campus	Purchase and install bear-proof trash cans and dumpsters around Bridgeport campus.	Mono County Public Works CIP
Civic Center Carport	Carport/3-sided cover for generator and two parking spaces at Civic Center	Mono County Public Works CIP
Whitmore Shelter Improvements	Whitmore Animal Shelter siding replacement	Mono County Public Works CIP
New Courthouse Generator	Generator for Courthouse replacement	Mono County Public Works CIP
New ADA Water Fountains	Drinking Fountains with bottle fillers for all parks that are ADA and frost proof	Mono County Public Works CIP
Storage - Bridgeport Shop	Storage building for shop for landscape equipment	Mono County Public Works CIP
June Lake Guardrail	Fence at June Lake/ Parking guardrail rebuild	Mono County Public Works CIP

Project	Project Description	Project Source
Windows at June Lake Community Center	Replace the windows at the June Lake Community Center	Mono County Public Works CIP
Generator Cover at Memorial Hall, Bridgeport	Shed roof needed for Memorial Hall Backup Battery/Generator Cover	Mono County Public Works CIP
Community Housing	Funding for community housing, specifically a mix of subsidized and market rate rentals with a set percentage of units set aside for townhome-style ownership	DeChambeau Creek Foundation/Lee Vining Chamber
Special district infrastructure	Upgrades to aging and exorbitantly expensive water distribution systems, wastewater collection and treatment systems, local fire department facilities and rolling stock (vehicles)	DeChambeau Creek Foundation/Lee Vining Chamber
Public Lands infrastructure	Repairs and upgrades to parking lots, toilets, roads, trails (prioritize near- and connecting-community trails), campgrounds and visitor centers (especially Mono Basin Scenic Area Visitors Center and Bridgeport Ranger District information center).	DeChambeau Creek Foundation/Lee Vining Chamber
Forest Restoration and Community Fire Resiliency Capacity building	Investments in local workforce capacity to implement local forest restoration plans resulting in the reintroduction of fire on the landscape and enhanced forest ecological and watershed health, as well as local workforce capacity to implement community resiliency efforts from home hardening to defensible space.	DeChambeau Creek Foundation/Lee Vining Chamber
Public Parks enhancement	Investments in local parks (including creation in park-poor communities such as Mono City) focused on bathrooms, water bottle fill-stations, landscaping, play equipment, sports fields, interpretive trails and facilities, exercise equipment (similar to Bishop City Park) and skate/bike parks.	DeChambeau Creek Foundation/Lee Vining Chamber
Antelope Valley FPD	Static water supplies in strategic locations within the District area.	Mono County/ Community Development/ Special District
Birchim CSD	Updating infrastructure – providing updated pipelines, a backup storage tank, shut-off valves, a backup generator, and individual water meters.	Mono County/ Community Development/ Special District
Bridgeport FPD	Fire station improvements and an addition of a Type 6 brush truck	Mono County/ Community Development/ Special District
Bridgeport PUD	Funding for an approximately four mile water main extension to serve up to 15 new connections for U.S. Forest Service housing.	Mono County/ Community Development/ Special District
Chalfant Valley CSD	Addition and remodeling improvements to the fire station. Recruitment of firefighters and EMTs. Improved District radio equipment.	Mono County/ Community Development/ Special District
Hilton Creek CSD	Improvements including wastewater treatment plant clarifier replacements and emergency generator.	Mono County/ Community Development/ Special District
June Lake FPD	Wildland fuels management projects within the community and on surround Forest lands.	Mono County/ Community Development/ Special District
June Lake PUD	Sewer slip lining, lift station, and treatment plant upgrades. Maintenance and capital improvement to aged system. Need for groundwater well to supplement surface water sources.	Mono County/ Community Development/ Special District
Lee Vining FPD	Improvements to the fire station, address budget shortfall, and community outreach	Mono County/ Community Development/ Special District
Lee Vining PUD	Drilling and adding a well to the water system, establishing a second water supply for the water system, Existing water source vulnerability to wildfire, and providing long-term capacity improvements.	Mono County/ Community Development/ Special District
Long Valley FPD	Sunny Slopes fire station, Type 1 engine, and water tender.	Mono County/ Community Development/ Special District
Mono City FPD	Fire station improvements and expansion to shelter a new water tender.	Mono County/ Community Development/ Special District
Paradise FPD	Fuel reduction projects, planning for fire station improvements.	Mono County/ Community Development/ Special District
Wheeler Crest FPD	Firefighter training and retention and aged fire station in need of replacement.	Mono County/ Community Development/ Special District
White Mountain FPD	A new water tender, fire protection water supply, upgrade to communications infrastructure, improvements to the Benton fire station as the primary long range project. If improvements occur at the Benton Station a relocating, repurposing of buildings to Hammil is proposed to create a second station.	Mono County/ Community Development/ Special District
Recreation Center	A public recreation center to serve the Antelope Valley	Antelope Valley RPAC
Existing Business Upgrades	Improvements to the Bridgeport General Store and the Walker Country Store	Bridgeport Indian Reservation
Community Recreation Center	Community recreation center with daycare options	Bridgeport Indian Reservation
New Hub Spot for recreation ability specific information.	Disabled Sports Eastern Sierra would like to build out a location to invite people with disabilities to gather and get information about accessibility information in the Eastern Sierra	Disabled Sports Eastern Sierra
Green Business Program	Sustainability initiatives that have economic development co-benefits. The HSEF needs $15,000 in annual program funding to support the Eastern Sierra Green Business Program's success in unincorporated Mono County. They aim to assist Mono County in meeting local and state sustainability mandates, including waste diversion goals, carbon neutrality targets, renewable energy and water conservation objectives.	High Sierra Energy Foundation
Technical Assistance	Add capacity to Chamber, increase volunteer and training opportunities	Lee Vining Chamber of Commerce
Event Funding	Planning, implementation, funding, management, infrastructure for events.	Lee Vining Chamber of Commerce
June Lake Business Improvement District	Technical assistance needed to start and implement a Tourism Business Improvement District (TBID)	June Lake Chamber of Commerce
June Lake Parking Lot	Additional parking is needed in downtown June Lake in to support the businesses, job growth and retention.	June Lake Chamber of Commerce
Technical Assistance	Add capacity to Chamber, increase volunteer and training opportunities. Hire employee to manage chamber.	June Lake Chamber of Commerce
Antelope Valley Recreation Center	Recreation center located in Antelope Valley	Northern Mono Chamber of Commerce
Event Funding	Establish events to keep tourists in Antelope Valley overnight to support businesses	Northern Mono Chamber of Commerce
Technical Assistance	Add capacity to Chamber, increase volunteer and training opportunities	Northern Mono Chamber of Commerce
Event Funding	Local and tourist based event funding	Bridgeport Chamber of Commerce

Project	Project Description	Project Source
Technical Assistance	Add capacity to Chamber, increase volunteer and training opportunities	Bridgeport Chamber of Commerce
Housing	All levels and units of housing	All agencies and nonprofits
Daycare/childcare	All levels of daycare and childcare	All agencies and nonprofits
	Road improvements, building improvements, broadband	Southern Mono Historical Society
Mono Basin Historical Society projects	1. The MBHS needs an endowment, grant or a County funded staff position for a curator position. (Perhaps seasonal). We do not have the budget to keep the museum open on a regular basis throughout the season. A curator position could be a seasonal position but there is plenty of work in the museum (cataloging, display rotation etc.) that we could keep a curator busy throughout the year. We used to receive a yearly grant from SCE that partially funded a seasonal curator but that grant is no longer available. We are currently only able to keep the museum open 4 days per week (with volunteers) instead of the 7 days per week we have in the past. 2. Need to repair/replace/upgrade several cases. 3. Need to install safety fencing around the outdoor exhibits. This is being asked by our liability insurance. This project would include removing the grass around the outdoor exhibits and replacing with crushed rock saving water and preserving/protecting the exhibits from water damage. 4. Refurbish the Upside down house – (replace floor, create a handicap access, replace outside railing) – The Upside down house is a big draw to the museum and to our area. Many of our visitors say they came to Lee Vining to see the Upside Down House that they saw on Huell Howser's California's Gold.	Mono Basin Historical Society
Trail Stewardship in Mono County	Friends of the Inyo hires a seasonal crew of Trail Ambassadors from May-September every trail season to address deferred maintenance on USFS trails: dismantling illegal fire rings, packing out trash, cross-cutting downed trees blocking trail, improving the trail corridor so traffic is passable... all while making educational LNT visitor contacts to mitigate any harmful impacts. Additionally, the TAs lead educational interpretive programs throughout the summer.	Friends of the Inyo
Water Conservation Public Outreach in Bridgeport	This project consists of developing and presenting educational materials to customers and community members about water saving practices, which can contribute to reduced water consumption.	
Water Conservation Rebate Programs in Bridgeport	This project consists of developing and implementing a rebate program to encourage customers to replace older inefficient plumbing fixtures with new WaterSense-certified fixtures.	
Water Meter Installation, Tiered Rate Structure in Bridgeport	This project consists of installation of water meters on all water connections throughout Bridgeport PUD.	
Landscaping Irrigation Management in Bridgeport	This project includes development and enforcement of outdoor watering restrictions, typically during the summer months.	
Kirkwood Street Loop Water Replacement in Bridgeport	This project consists of replacement of up to 2,600 Linear Feet (LF) of 4- and 6-inch diameter water pipe with 6- and 8-inch water pipe.	
Stock Drive Water Extension in Bridgeport	This project consists of installation of approximately 1,600 LF of new 6- or 8-inch diameter water main to serve properties fronting Stock Drive within the Bridgeport Townsite area.	
Aurora Canyon Replacement Project in Bridgeport	This project consists of replacement of up to 2,040 LF of 4-inch diameter water pipe with 6- or 8-inch diameter pipe.	
Alpine Vista Sewer Extension in Bridgeport	This project consists of extension of approximately 600 LF of sewer main south along Sierra View Drive to serve Alpine Vista Estates, which is currently served by water but not served by sewer, and parcels are too small for septic tanks.	
Evans Tract Sewer Extension in Bridgeport	This project consists of a sewer main extension of approximately 4,600 LF (0.88 mi) south along US Hwy 395 to serve the Evans Tract area, which is currently served by water but not served by sewer.	
Bridgeport Water Treatment Plant in Bridgeport	This project consists of expansion of the existing water treatment plant in Bridgeport. The treatment plant currently reduces the concentration of naturally occurring arsenic in the groundwater produced by both currently active wells.	
Bridgeport Water Full Build-Out Improvements in Bridgeport	This project consists of expansion of the existing water system to accommodate future full build-out, including source development, water treatment expansion, additional water storage tanks, additional fire hydrants, and pipe replacement.	
Bridgeport Wastewater Treatment Expansion in Bridgeport	The capacity at the existing Bridgeport wastewater treatment plant is currently a limiting factor in sewer capacity for projects in Bridgeport.	
Bridgeport Sewer Full Build-Out Improvements in Bridgeport	This project consists of expansion of the existing sewer system to accommodate future full build-out, including wastewater treatment expansion, sewer manholes, main extension and replacement, and assumed addition of 2 lift stations.	
186 Milk Ranch Road in Bridgeport	This 74.3-acre property is east of the Bridgeport Townsite area and has water and sewer infrastructure along the west boundary of the property.	
BLM Land Exchange in Bridgeport	The property identified as this key site is over 163 acres located north of Bridgeport, along the east side of Bridgeport Reservoir.	
Water Conservation Public Outreach in Crowley Lake	This project consists of developing and presenting educational materials to customers and community members about water saving practices, which can contribute to reduced water consumption.	

Project	Project Description	Project Source
Water Conservation Rebate Programs in Crowley Lake	This project consists of developing and implementing a rebate program to encourage customers to replace older inefficient plumbing fixtures with new WaterSense-certified fixtures.	
Water Meter Installation, Tiered Rate Structure in Crowley Lake	The Mountain Meadows MWC already meters all water connections and has a tiered rate structure. The Crowley Lake MWC does not currently meter connections.	
Landscaping Irrigation Management in Crowley Lake	This project includes development and enforcement of outdoor watering restrictions, typically during the summer months.	
School District Parcel in Crowley Lake	This project consists of the extension of water and sewer mains into the School District parcel in Crowley Lake, which is currently near existing utilities, but does not have infrastructure within the property.	
Crowley Lake Drive Water Extension in Crowley Lake	This project consists of the extension of a water main north along Crowley Lake Drive to serve vacant mixed-use parcels that could be developed for multi-family housing.	
Crowley Lake Water Full Build-Out Improvements in Crowley Lake	This project consists of expansion of the existing water system to accommodate future full build-out, including source development, water treatment expansion, additional water storage tanks, additional fire hydrants, and pipe replacement.	
Crowley Lake Sewer Full Build-Out Improvements in Crowley Lake	This project consists of expansion of the existing sewer system to accommodate future full build-out, including wastewater treatment expansion, sewer manholes, main extension and replacement, and assumed addition of 2 lift stations.	
Crowley Lake RM in Crowley Lake	This 59.4-acre project property would require extension of water and sewer mains into the Crowley Lake RM parcel in Crowley Lake, which is currently adjacent to existing utilities, but does not have infrastructure within the property.	
379 Landing Road in Crowley Lake	This project would require extension of water and sewer mains into the 9.0-acre property located at 379 South Landing Road in Crowley Lake, which is currently adjacent to existing utilities, but does not have distribution infrastructure within the property.	
Sunny Slopes Water in Crowley Lake	This project would require extension of water mains into the 12.8-acre property located along the west side of Sunny Slopes, east of Crowley Lake, and within the Long Valley Area.	
Aspen Springs ER in Crowley Lake	The Aspen Springs ER property is not located within any existing water or sewer service territories.	
Aspen Springs Mixed Use in Crowley Lake	The Aspen Springs Mixed Use property is almost identical to the Aspen Springs ER site in utility limitations.	
Water Conservation Public Outreach in June Lake	This project consists of evaluating the existing water conservation programs and developing and presenting educational materials to customers and community members about water saving practices, which can contribute to reduced water consumption.	
Water Conservation Rebate Programs in June Lake	This project consists of developing and implementing a rebate program to encourage customers to replace older inefficient plumbing fixtures with new WaterSense-certified fixtures.	
Landscaping Irrigation Management in June Lake	This project includes development and enforcement of outdoor watering restrictions, typically during the summer months.	
June Lake Water Full Build-Out Improvements in June Lake	This project consists of expansion of the existing water system to accommodate future full build-out, including source development, water treatment expansion, additional water storage tanks, additional fire hydrants, and pipe replacement.	
June Lake Sewer Full Build-Out Improvements in June Lake	This project consists of expansion of the existing sewer system to accommodate future full build-out, including wastewater treatment expansion, sewer manholes, main extension and replacement, and assumed addition of 34 lift stations.	
Highlands Specific Plan in June Lake	This property is identified in the Housing Element as a priority site but is already developed for single-family homes and does not have areas for additional development, though there are some vacant single-family lots.	
Northshore Drive ER/SP in June Lake	This project would consist of the extension of water and sewer mains into the Northshore Drive ER/SP property to allow for single and multi-family development on the 14.1-acre site.	
25 Mountain Vista Drive in June Lake	This project would consist of extensions of water and sewer mains into the 25 Mountain Vista Drive property to allow for single and multi-family development on the 30.2-acre site.	
Rodeo Grounds Specific Plan in June Lake	This project would require extension of water and sewer mains into the 81.5-acre property located along June Lake Loop, west of Gull Lake.	
Water Conservation Public Outreach in Lee Vining	This project consists of developing and presenting educational materials to customers and community members about water saving practices, which can contribute to reduced water consumption.	
Water Conservation Rebate Programs in Lee Vining	This project consists of developing and implementing a rebate program to encourage customers to replace older inefficient plumbing fixtures with new WaterSense-certified fixtures.	
Water Meter Installation, Tiered Rate Structure in Lee Vining	This project consists of installation of water meters on all water connections throughout Lee Vining PUD.	
Landscaping Irrigation Management in Lee Vining	This project includes development and enforcement of outdoor watering restrictions, typically during the summer months.	
Lee Vining Water Full Build-Out Improvements in Lee Vining	This project consists of expansion of the existing water system to accommodate future full build-out, including source development, additional water storage tanks, additional fire hydrants, and pipe replacement.	
Lee Vining Sewer Full Build-Out Improvements in Lee Vining	This project consists of expansion of the existing sewer system to accommodate future full build-out, including wastewater treatment expansion, sewer manholes, and main extension and replacement.	
Tioga Inn Specific Plan in Lee Vining	The Tioga Inn Specific Plan property is not located within any existing water or sewer service territories.	

Eastern Sierra Region - Comprehensive Economic Development Strategy

Inyo County Project List

In 2024, the Inyo County Board of Supervisors embarked on an effort to develop and adopt a multi-year Strategic Plan for the County of Inyo for the first time in over 20 years. Many of the goals, initiatives, and projects identified as priorities within the Strategic Plan align with the strategic goals and objectives of the regional Comprehensive Economic Development Strategy (CEDS). This Project List identifies those priority projects of the County that also further the goals of the regional CEDS and for which the County make seek funding through the Economic Development Administration.

Access & Connectivity

CEDS Objective: Increase access to digital resources through broadband infrastructure buildout

1. **Inyo County Project: Broadband Infrastructure Expansion**
   The County of Inyo has undertaken two grant-funded planning projects related to Broadband expansion and seeks future funding to build out last mile infrastructure for unserved and underserved areas. The County includes and incorporates by reference all projects and network designs identified in the County's Broadband Strategic Plan, and Local Agency Technical Assistance Program (LATA) funded engineering designs for last mile infrastructure.

CEDS Objective: Enhance the regional transportation network to provide residents, visitors, and businesses with more accessible, reliable options for moving in, out, and within the region

2. **Inyo County Project: Commercial Air Service Infrastructure**
   Inyo County's Bishop Airport (BIH) was certified for commercial air service (Part 139) in 2021, and began offering seasonal daily flights with United Airlines. The County now must secure funding for the planning, environmental review, design work, and ultimately construction of a new commercial service terminal for BIH. This may include additional projects such as runway safety improvements and construction of a concrete aircraft parking apron at the site of the proposed new terminal building.

3. **Inyo County Project: Enhanced Ground Transportation Services**
   Inyo County's Strategic Plan involves a variety of projects related to the development and expansion of public transit infrastructure, which will allow citizens to move easily around the region while reducing VMT, and will provide increased access to visitors – especially those who hike into the County's towns from nearby trails. Upcoming projects include a bus stop and shelter in the community of Wilkerson, and a potential collaboration with the Eastern Sierra Transit Authority (ESTA) and Cerro Coso Community College to establish transit opportunities for students attending the Bishop and Mammoth campuses.

Community and Culture

CEDS Objective: Garner support for economic development by developing and capitalizing on strong community engagement

4. **Inyo County Project: Community Revitalization through Effective Planning**

The Planning Department supports small towns throughout Inyo County's unincorporated area in strategizing the future of their downtowns and residential areas. This project includes a review of existing plans in order to identify the issues, opportunities, and needs which could be addressed through visioning, public input, and plan revisions, and includes the completion of necessary requirements such as integration of those plans into the County General Plan and completion of CEQA requirements.

CEDS Objective: Enhance quality of life with additional amenities to attract and retain talent

5. **Inyo County Project: Quality Parks and Recreation Facilities**
   The County's strategic plan emphasizes the importance of investing in new infrastructure within each of our small communities to better the lives of its residents and visitors. New and improved facilities generate local jobs, provide opportunities for new business and expansion of existing ones, while making Inyo County a great place to live. The following amenities would improve quality of life and provide economic benefits:
   1. Improvements to County owned and County-run campgrounds and parks, including restrooms, parking areas, playgrounds, glamping opportunities, shade structures, and equipment. A first step in this process might be a parks improvement plan to help prioritize and develop improvement and maintenance schedules.
   2. Improvements to sports fields, ballparks, and turf, including lighting, to make Inyo County's beautiful sports facilities a destination for games and tournaments for locals and visitors.
   3. Investments in the archives and artifacts managed by the Eastern California Museum and marketing the Museum to make it a destination for locals and tourists alike.
   4. Evaluate the need and feasibility of an indoor recreation center and/or community center in the City of Bishop.

Economic Expansion & Diversification

CEDS Goal: Grow and diversify regional economy through support of existing and new businesses

6. **Inyo County Project: Small Business Resource Center**
   With a $50,000 planning grant from the EDA, Inyo County has partnered with a private entrepreneur and a nonprofit business development organization to create the Eastern Sierra Small Business Resource Center (SBRC), in a redeveloped storefront in downtown Bishop. The SBRC is currently undergoing construction and will be open in Fall 2024 to provide resources, education, assistance and networking opportunities for new and existing small businesses. Inyo County will continue to work with partners to develop and support programming of value to local business owners and entrepreneurs.

7. **Inyo County Project: Make Inyo County's Downtowns a Destination**
   Much of Inyo County's tourist traffic is from people passing through – driving to Mammoth in Mono County to ski; or driving to Death Valley, Yosemite, or to trailheads in the White Mountains or Inyo National Forest. Creating, marketing, and supporting new festivals and events that make Inyo County's towns a destination will bring more tourists to the County's small, locally owned businesses and provide opportunities for pop ups, food trucks and vending.

8. **Inyo County Project: Visitor Information and Welcome Centers**

Creating welcoming and exciting venues to capture the attention of tourists heading to the myriad nearby recreational destinations could be enhanced through the creation and staffing of local Visitor Information and Welcome Centers. Inyo County seeks to work with allied agencies such as local Chambers of Commerce to understand the need and develop plans for visitor and welcome centers in appropriate communities.

Environmental Resilience & Sustainability

CEDS Objective: Reduce the challenges experienced by residents and visitors during climate events

9. **Inyo County Project: Vegetation Management, Home Hardening, and Wildfire Mitigation Efforts**
   The County is working with wildfire prevention and other specialists to develop comprehensive strategies for defensible space and home hardening around Inyo County communities. Additional work will entail collaborations with agency partners and property owners to perform appropriate vegetation management efforts to reduce the risk of wildfire and working with schools and businesses to develop the workforce necessary to perform the work necessary to mitigate wildfire risk throughout Inyo County's vast acreage.

CEDS Objective: Consider sustainable tourism as a budding industry with workforce needs and entrepreneurial opportunities

10. **Inyo County Project: Regional Recreation Improvements and Stewardship**
    An immediate opportunity to build upon interagency collaboration is in the arena of regional outdoor recreation sites, including campgrounds, trailheads, parking areas, and climbing areas. The bridge from enhanced recreation infrastructure to regional economic development are significant. Inyo County recommends that all projects related to outdoor recreation infrastructure, improvements, and stewardship efforts be accepted as key elements and directives of the CEDS.

Government Affairs and Advocacy

CEDS Goal: Promote stronger government affairs and advocacy efforts

11. **Inyo County Project: Investment in High-Quality Government Employees, Service Infrastructure, and Improved Access and Facilities**
    Inyo County has begun the process of investing in employees, technology, infrastructure and capacity to strengthen and improve public access, communication, customer service, and facilities. Additional investments in capacity and services described in the Inyo County strategic plan are incorporated by reference.

Housing Availability & Land Use

CEDS Objective: Expand additional housing options within affordable range for regional workforce

12. **Inyo County Project: Community Infrastructure to Allow Expansion**
    Inyo County manages the drinking water and wastewater systems in many of the small towns throughout the unincorporated County. These systems are long past their recommended lifespan and need upgrades in order to support any expansion in housing or tourism. Upgrades and replacement of basic infrastructure is a critically necessary

first step before any significant economic development initiatives throughout the County can take place. The first major step in this effort should be to conduct a Municipal Service Review for each of our Special Districts and from that develop a multi-year strategic plan aimed at improving operations and service capacity

13. **Inyo County Project: Complete Housing Needs Assessment for Workforce and Special Populations**
    The County is investing heavily in identifying avenues to improve housing availably and affordability despite the lack of developable land available. Working with experts in housing development, we hope to create a strategy that will expand access to housing for critical workforce as well as seniors, justice-involved, and other special populations.

DRAFT

Eastern Sierra Region - Comprehensive Economic Development Strategy

Inyo County Project List

In 2024, the Inyo County Board of Supervisors embarked on an effort to develop and adopt a multi-year Strategic Plan for the County of Inyo for the first time in over 20 years. Many of the goals, initiatives, and projects identified as priorities within the Strategic Plan align with the strategic goals and objectives of the regional Comprehensive Economic Development Strategy (CEDS). This Project List identifies those priority projects of the County that also further the goals of the regional CEDS and for which the County make seek funding through the Economic Development Administration.

Access & Connectivity

CEDS Objective: Increase access to digital resources through broadband infrastructure buildout

1. **Inyo County Project: Broadband Infrastructure Expansion**
   The County of Inyo has undertaken two grant-funded planning projects related to Broadband expansion and seeks future funding to build out last mile infrastructure for unserved and underserved areas. The County includes and incorporates by reference all projects and network designs identified in the County's Broadband Strategic Plan, and Local Agency Technical Assistance Program (LATA) funded engineering designs for last mile infrastructure.

CEDS Objective: Enhance the regional transportation network to provide residents, visitors, and businesses with more accessible, reliable options for moving in, out, and within the region

2. **Inyo County Project: Commercial Air Service Infrastructure**
   Inyo County's Bishop Airport (BIH) was certified for commercial air service (Part 139) in 2021, and began offering seasonal daily flights with United Airlines. The County now must secure funding for the planning, environmental review, design work, and ultimately construction of a new commercial service terminal and associated utilities infrastructure for BIH. This may include additional projects such as runway safety improvements and construction of a concrete aircraft parking apron at the site of the proposed new terminal building.

3. **Inyo County Project: Enhanced Ground Transportation Services**
   Inyo County's Strategic Plan involves a variety of projects related to the development and expansion of public transit infrastructure, which will allow citizens to move easily around the region while reducing VMT, and will provide increased access to visitors – especially those who fly into the Bishop airport or hike into the County's towns from nearby trails. Upcoming projects include a bus stop and shelter in the community of Wilkerson, and a potential collaboration with the Eastern Sierra Transit Authority (ESTA) and Cerro Coso Community College to establish transit opportunities for students attending the Bishop and Mammoth campuses.

Community and Culture

CEDS Objective: Garner support for economic development by developing and capitalizing on strong community engagement

4. **Inyo County Project: Community Revitalization through Effective Planning**
   The Planning Department supports small towns throughout Inyo County's unincorporated area in strategizing the future of their downtowns and residential areas. This project includes a review of existing plans in order to identify the issues, opportunities, and needs which could be addressed through visioning, public input, and plan revisions, and includes the completion of necessary requirements such as integration of those plans into the County General Plan and completion of CEQA requirements.

CEDS Objective: Enhance quality of life with additional amenities to attract and retain talent

5. **Inyo County Project: Quality Parks and Recreation Facilities**
   The County's strategic plan emphasizes the importance of investing in new infrastructure within each of our small communities to better the lives of its residents and visitors. New and improved facilities generate local jobs, provide opportunities for new business and expansion of existing ones, while making Inyo County a great place to live. The following amenities would improve quality of life and provide economic benefits:
   1. Improvements to County owned and County-run campgrounds and parks, including restrooms, parking areas, playgrounds, glamping opportunities, shade structures, and equipment. A first step in this process might be a parks improvement plan to help prioritize and develop improvement and maintenance schedules.
   2. Improvements to sports fields, ballparks, and turf, including lighting, to make Inyo County's beautiful sports facilities a destination for games and tournaments for locals and visitors.
   3. Investments in the archives and artifacts managed by the Eastern California Museum and marketing the Museum to make it a destination for locals and tourists alike.
   4. Evaluate the need and feasibility of an indoor recreation center and/or community center in the City of Bishop.

Economic Expansion & Diversification

CEDS Goal: Grow and diversify regional economy through support of existing and new businesses

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Eastern Sierra Council of Governments (ESCOG)
Joint Powers Authority Agenda

STAFF REPORT

To: ESCOG Joint Powers Authority

From: Elaine Kabala, Executive Director

Subject: Fiscal Year 2024-2023 Budget

Meeting date: June 25, 2024

Prepared on: June 19, 2024

Attachments: None

BACKGROUND/HISTORY:

This staff report presents the proposed ESCOG budget for Fiscal Year 2024-2025. The proposed budget includes revenues of $1,720,000 and projected expenditures of $1,720,000. Revenues include the $25,000 contribution from each member agency remaining unchanged. Grant revenues estimated at $1,620,000 include the California Fish and Wildlife Proposition 1 Grant ($1,400,00), the Sierra Nevada Conservancy ($70,000), the California Jobs First Initiative (formerly CERF) ($100,000), and the Inyo National Forest Liaison Grant ($50,000).

The member agency contributions for the FY 24-25 fund ESCOG staffing and insurance not otherwise eligible to be applied against existing grant programs. No increases are proposed to the administrative budget at this time. Administrators for each member agency have been notified of the proposed $25,000 member agency contribution to include in their respective budgets, and staff have not been notified of any concerns.

The ESCOG has budgeted $1,400,000 to be expended on implementation of the Eastern Sierra Pace and Scale Accelerator Project, funded via a California Department of Fish and Wildlife Proposition 1 grant. This budget includes $50,000 to pay for ESCOG internal grant administration and administrative assistance. The ESCOG has budgeted $70,000 for completion of the Towns-to-Trails project during FY 24-25. This budget includes $15,000 to reimburse ESCOG for grant administration. The ESCOG has budgeted $100,000 for CERF funding, $75,000 of which is allocated to pay grant administrative services and $25,000 of which is budgeted for administrative support. The ESCOG has budgeted $50,000 for the initiation of the Inyo National Forest Liaison position, which is split evenly between administrative services and contract support.

Any remaining budget from the previous fiscal year will be rolled into the following year. The FY 23-24 budgets estimate a carryover balance of $0. Any surplus resulting once the books are closed is an opportunity to establish an economic reserve account for ESCOG. A reserve account is an important tool to establish stability in future budgets and counter cost increases in core spending objects that might otherwise result in higher member contributions.

REVENUES	FY 23-24	FY 24-25
Member contributions	$ 100,000	$ 100,000
Interest revenues	$ -	$ -
Grants		
CDFW Prop 1 Grant	$ 2,000,000	$ 1,400,000
National Fish and Wildlife Grant ("BIRPI" Implementation)	$ 247,300	$ -
Sierra Nevada Conservancy Grant ("Towns-to-Trails")	$ 200,000	$ 70,000
California Economic Resiliency Fund	$ 250,000	$ 100,000
Inyo National Forest Liaison Grant	$ 50,000	$ 50,000
Total Revenues	$ 2,847,300	$ 1,720,000
EXPENDITURES		
Insurance	$ 3,500	$ 4,000
Office expense	$ -	$ 500
Clerical	$ 20,000	$ 20,000
Financial	$ 5,000	$ 5,000
Legal	$ 10,000	$ 10,000
Executive Director (Inyo County)		$ 150,000
Part-time Adminstrative Assistant 1	$ 50,000	$ 50,000
Part-time Adminstrative Assistant 2	$ 50,000	$ 25,000
Website Maintenance	$ 10,000	$ 1,000
Whitebark Institute (CDFW Prop 1)	$ 1,900,000	$ 1,250,000
USDA Forest Service (CDFW Prop 1)	$ 50,000	$ 100,000
National Fish and Wildlife Grant ("BIRPI" Implementation)	$ 247,300	$ -
Sierra Nevada Conservancy Grant ("Towns-to-Trails")	$ 370,443	$ 55,000
Publications and legal notices	$ 250	$ 500
ESCOG Strategic Plan	$ -	$ 10,000
External Audit	$ 10,000	$ 10,000
Contingency	$ -	$ 29,000
Total Expenditures	$ 2,726,493	$ 1,720,000
REVENUES LESS EXPENDITURES	$ 120,807	$ -
CARRYOVER FUND BALANCE	$ 48,000	$ -
ENDING FUND BALANCE	$ 168,807	$ -

BUDGET IMPACTS:
The Board must adopt a budget to begin the fiscal year in July 2024.

LEGAL REVIEW:
ESCOG Counsel has reviewed this item and found that it complies with the law.

RECOMMENDATION:
Staff recommends that the Board adopt the Fiscal Year 2024-2025 Budget as presented.

STAFF REPORT

To: ESCOG Joint Powers Authority

From: Elaine Kabala, ESCOG Staff

Subject: Receive a Presentation on the Towns-to-Trails Plan

Meeting date: June 26, 2024

Prepared on: June 19, 2024

Attachments: A) None

BACKGROUND/HISTORY:

The Eastern Sierra Towns to Trails Plan is intended to identify a multi-use alignment of existing infrastructure that will connect Eastern Sierra communities to each other and to public lands throughout the region as well as to destinations south and north such as Lake Tahoe. The project parallels the Eastern Sierra escarpment (west of Highway 395), from northern Alpine County, through Mono County, and on into southern Inyo County.

Alta Planning and Design and staff have developed a draft alignment using a combination of GIS computer analysis, public input and agency input. Based on multiple physical and policy constraints, it is evident there is not an alignment of existing infrastructure that can be implemented as a formalized trail network upon completion of the planning process. Additional agency approvals and potential environmental reviews will be required for full implementation. The proposed alignment currently follows Highways 395 and 89 where there are gaps in existing infrastructure, and some new infrastructure will be needed to create a fully independent network.

Alta Planning and Design is now preparing incorporating the feedback received during the May and June agency and public outreach into a planning document that will include a project description, a proposed alignment, reference to other regional trail planning efforts, and identification of gaps and next steps.

Staff is requesting the Board receive a presentation on the proposed alignment and discuss project ownership and appropriate implementation partners at the completion of the planning phase in December 2024.

BUDGET IMPACTS:

None.

LEGAL REVIEW:

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

RECOMMENDATION:

Staff is requesting the Board receive a presentation on the proposed Towns-to-Trails alignment and discuss project ownership and appropriate implementation partners at the completion of the planning phase in December 2024.

STAFF REPORT

To: ESCOG Joint Powers Authority

From: Elaine Kabala, ESCOG Staff

Subject: Approve Memorandum of Understanding between the Institute for Local Government & Eastern Sierra Council of Governments for the Provision of Strategic Planning Services and Set Date for Strategic Plan meeting

Meeting date: June 26, 2024

Prepared on: June 19, 2024

Attachments: A) Memorandum of Understanding between the Institute for Local Government & Eastern Sierra Council of Governments for the Provision of Strategic Planning Services

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BACKGROUND/HISTORY:

At the meeting held April 24, 2024, the Board discussed development of a strategic plan for the ESCOG to assist with scaling capacity, organizational development, identifying future programmatic areas of focus, and potential project opportunities to implement the Comprehensive Economic Development Strategy and the California Jobs First Initiative.

Staff has received a proposal from the Institute for Local Government (ILG). ILG's mission is to "empower local government leaders and provide expertise to help them navigate complex issues, increase their capacity, and build trust in their communities." ILG works closely with associations that represent counties, cities and special districts, including the California State Association of Counties, the League of California Cities and the California Special Districts Association.

ANALYSIS:

ILG provided the following scope of work to assist the ESCOG with development of a strategic plan. The strategic planning session will require a half day commitment from Board members to set priorities and 3-5 year goals for the organization. The scope also

includes development of a survey to be distributed to Board members, staff and regional leadership for additional input and guidance.

Scope of Work:

- Task 1: Assess and Review - Review existing COG documents and California Jobs First recommendations and conduct a survey of the Board and senior staff to gather input on initial opportunities and priorities:
    - Develop survey questions in conjunction with COG leadership,
    - Conduct survey, and
    - Develop initial list of priorities use in the workshop
- Task 2: Strategize - Identify goals for the meeting and develop an agenda in conjunction with COG leadership.
- Task 3: Deliver - Facilitate a half-day session for the Board and executive staff that meets COG objectives.

Task 4: Report - Develop a meeting summary that informs ESCOG's strategic planning

Staff recommends the August 28, 2024 meeting be considered for the strategic planning meeting.

BUDGET IMPACTS:

The FY 24-25 ESCOG budget included $10,000 for development of strategic plan for the ESCOG organization. The MOU with the Institute for Local Governments includes a not-to-exceed $7,500.

LEGAL REVIEW:

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

RECOMMENDATION:

Staff requests the ESCOG Board 1) Approve Memorandum of Understanding between the Institute for Local Government & Eastern Sierra Council of Governments for the Provision of Strategic Planning Services and authorize the Executive Director to negotiate and execute; and 2) set a date for Strategic Plan meeting.

MEMORANDUM OF UNDERSTANDING

between
the Institute for Local Government
&
Eastern Sierra Council of Governments

This Memorandum of Understanding (MOU) is made and entered into on XX, 2024 by the Institute for Local Government ("ILG") and the Eastern Sierra Council of Governments JPA ("ESCOG").

Agreement Overview

ILG will conduct a governance workshop for the ESCOG Board and senior staff.

Scope of Work & Proposed Timeline of Activities

ILG will perform the following activities:

- Task 1: Assess and Review - Review existing JPA documents and CERF recommendations and conduct a survey of the Board and senior staff to gather input on initial opportunities and priorities:
  - Develop survey questions in conjunction with JPA leadership,
  - Conduct survey, and
  - Develop initial list of priorities use in the workshop
- Task 2: Strategize - Identify goals for the meeting and develop an agenda in conjunction with JPA leadership.
- Task 3: Deliver - Facilitate a half-day session for the Board and executive staff that meets JPA objectives.
- Task 4: Report - Develop a meeting summary that informs ESCOG's strategic planning.

All tasks will be completed by December 31, 2024 with the proposed workshops taking in Summer/Fall 2024.

Draft Agenda

The agenda below are drafts and will be refined in conjunction with ESCOG leadership.

1. **Welcome and Introductions**
2. **Icebreaker Activity**
3. **Setting the Stage – Why is Goal Setting Important?**
   - **a.** Review goal setting process and alignment with budgeting and other JPA operations
   - **b.** Staff assessment of successes and opportunities
4. **Where Do We Want To Go? What Opportunities Exist?**
   - *a. Exercise: High Level SWOT or SOAR Analysis*

DRAFT

   b. *What does "success" look like for ESCOG?*
5. **How Do We Get There? Goal Setting**
   a. *Review priorities identified in the survey*
   b. *Discussion & Exercise:*
      i. *What priorities does ESCOG need to achieve in the next 3-5 years to work toward that success?*
         1. *Where is there alignment?*
         2. *Are there related priorities that can be combined?*
      ii. *Refine language of goals for clarity*
6. **Next Steps**
7. **Closing Remarks/Wrap Up**
8. **Adjourn**

Payment

It is anticipated this scope of work will be completed on or before December 31, 2024. Payment will be made upon completion of the scope of work. Total fees for this scope of work will be $7,500.

By the signatures below, the parties agree to the terms of this agreement:

_____	_____
Erica L. Manuel CEO & Executive Director Institute for Local Government	Elaine Kabala, Executive Director Eastern Sierra Council of Governments

DRAFT

BEAD Challenge Process
ESCOG

June 26, 2024

https://ConnectedEasternSierra.net/

Overview

- Challenge Process Timeline
- Submitting a Challenge
- Served, Underserved, Unserved
- Links for Reference

Challenge Process Timeline

- June 17, 2024: CPUC published California's BEAD Challenge Page
- June 17, 2024: CPUC published non-Final Served Status Data
- June 24-28: CPUC to publish Final Served Status Data
- July 8: CPUC to Begin Accepting Consumer Challenges (Comments)
  - 30-Day Window to Submit Challenges
  - Speed Test Results from 3 Separate Days

Submitting a Challenge

- California's BEAD Consumer Challenge Page
- Click on "Submit Individual Challenge" Button
- Enter your Location’s Physical Address in the Search Box
- Click on the Location on the Map
- Select Expand Details
- Click Next to Start the Comment Process if Needed

Served, Underserved, Unserved

- Served: 100Mbps Download & 20Mbps Upload or better
  - Gray Dot – Can Submit a Challenge for Speeds Less Than 100Mbps/20Mbps
- Underserved: 25Mbps Download & 3 Mbps Upload or better
  - Blue Dot – Can Submit a Challenge for Speeds Less than 25Mbps/3Mbps
- Unserved: Less than either 25Mbps Download or 3Mbps Upload
  - Red Dot – Your Location Already is Listed as Unserved and Eligible

Links for Reference

- California's BEAD Challenge Page
- California's BEAD Consumer Challenge Page
- Submit Individual Challenge Button
- BEAD Consumer Challenge Guide
- ConnectedEasternSierra.net IMBC Website
- IMBC Speed Test Page
- California BEAD Program
- Contact Scott Armstrong (sarmstrong@inyocounty.us) for Assistance

STAFF REPORT

To: ESCOG Joint Powers Authority

From: Elaine Kabala, ESCOG Staff

Subject: Receive an update on Sierra Jobs First Draft Strategic Plan

Meeting date: June 26, 2024

Prepared on: June 19, 2024

Attachments: A) Sierra Jobs First Draft Strategy Review Packet (to be published June 21, 2024)

BACKGROUND/HISTORY:

The California Jobs First program is a California state grant supported program to develop a long-range strategic plan for directing future investments in economic development activities that will increase economic mobility for disinvested communities and workers while addressing state climate adaptation goals. Sierra Business Council is the fiscal agent, collaborative convener, and project manager. The program is composed of four parts, a regional summary report laying out existing conditions, a strategic plan laying out strategies and actions to increase economic mobility, a program "Catalyst" phase investing in regional capacity and pre-development funding totaling $14 million, and a program implementation phase developing and submitting projects in a statewide competitive grant process over three years to fund projects.

The Sierra Jobs First Strategic Plan will be published on June 21, 2024, with the final deadline for public comment closing on August 7th.The request for proposals for the Catalyst phase will open for in September 2024, with proposed projects beginning in early 2025.

Timeline:

- June 21st: Strategic Plan Draft & Summary of Community Feedback Posted
- June 21st - July 8th: First Public Review Period
- July 8th - July 18th: SBC Internal Revisions
- July 18th – August 8th: Second Public Review Period
- August 9th - August 16th: SBC Internal Revisions
- August 16th: Final Draft & Summary of Public Comments Posted

- August 16th - August 23rd: Review of Final Draft by Governing Council
- August 23rd: Vote by Governing Council
- August 29th: SBC Submits Approved Final Version to State

ANALYSIS:

The document focuses on six foundational strategies and five industry sector strategies in the following areas:



BUDGET IMPACTS:

None.

LEGAL REVIEW:

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

RECOMMENDATION:

Staff requests the ESCOG Board receive an update on the Sierre Jobs First strategic plan and catalyst phases.

SIERRA JOBS FIRST

DRAFT STRATEGY PACKET

Public Comment Period 1
June 21, 2024

CALIFORNIA JOBS FIRST
Sierra Region

WELCOME

Learn more at
sierrajobsfirst.org

Dear Sierra Jobs First Collaborative,

We are excited to share this Draft Strategy Packet with you. The following pages are the critical sections of the Strategic Plan Draft that will lay the foundation for the future of Sierra Jobs First in our region. The strategies outlined in this document were crafted through careful study of data in the region and conversations with all of you over the past few months. Please note that these are draft strategies and we will continue to refine based on your feedback, additional data and expert input. The full Strategic Plan Draft will be released July 25th.

This is a crucial moment for our region, and your voice makes a difference. We welcome your review and thoughts on the Draft Strategy Packet.

Together, we can shape a future that brings good jobs, strong communities, and a thriving, sustainable economy to the Sierra Nevada.

In gratitude for your time, attention, and participation throughout this process,

Steve Frisch
President

Kristin York
Vice President

Erika Harvey
Director, Sierra Jobs First

WHAT TO DO NEXT

Learn more at
sierrajobsfirst.org/get-involved

This Draft Strategy Packet is a crucial step in shaping our region's future—your input is invaluable. Here's how you can make the most of this document:

1. Explore The Strategies

- **Community Members:** How do these plans aim to improve our quality of life?
- **Tribal Representatives:** Are these strategies consistent with tribal plans and goals?
- **Business Owners:** How do the strategies align with business needs and opportunities for growth?
- **Educators and Students:** Do these strategies align with proposals for enhancing education and workforce development?
- **Healthcare Professionals:** Do these strategies improve healthcare services and facilities?
- **Government Officials:** How do these strategies align with state and local policy and goals?
- **Community-based Organizations:** Do these strategies support disadvantaged communities and promoting inclusivity?

2. Provide Your Feedback

Step 1: Review the whole Strategy Packet or sections that interest you.

Step 2: Considerations, as you review the Draft Packet:

a. Is the information clear?
b. What would make it stronger?
c. What is missing?
d. Are the strategies moving us towards outcomes?
e. Is there a balance of east and west serving strategies?

Step 3: Include your comments in the **comment form here** by July 8, 2024.

PUBLIC COMMENT OVERVIEW

For the latest updates on the Strategic Plan process, visit **sierrajobsfirst.org/strategic-plan**

TIMELINE

June 21	Draft Strategy Packet Posted
June 21 - July 8	Public Comment Period 1
July 25	Full Draft Strategic Plan Posted
July 25 - August 7	Public Comment Period 2
August 15	Final Strategic Plan Posted
August 23	Governing Council Vote on Strategic Plan
August 29	Submission to State

NAVIGATING THE STRATEGY PACKET

Learn more at
sierrajobsfirst.org

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WORKFORCE DEVELOPMENT & EDUCATION	23
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OVERVIEW

ABOUT THE PROGRAM

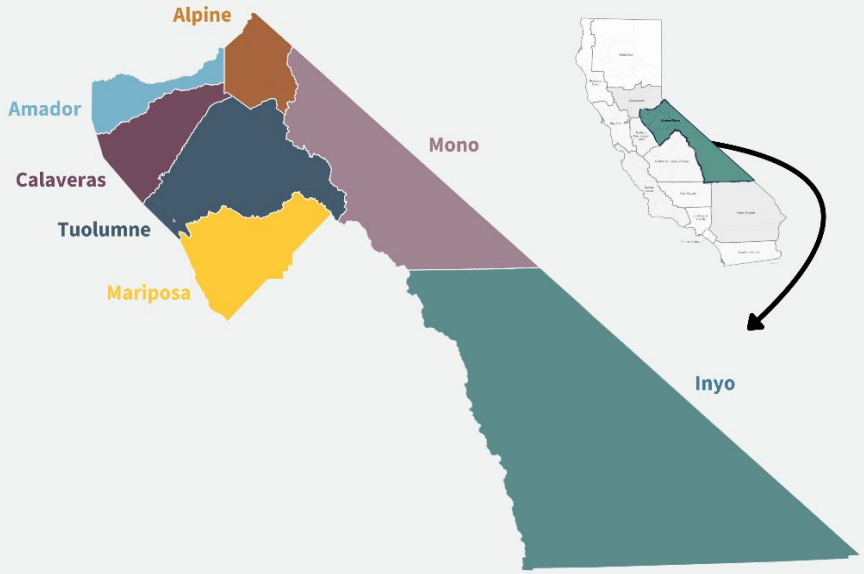
Visit **sierrajobsfirst.org** to learn more.

About California Jobs First

The goal of the state's California Jobs First program (formerly known as the Community Economic Resilience Fund or CERF) is to create a pathway for investment in regionally developed economic plans that leverages future state and federal funding to increase high quality jobs, prosperous communities, and climate resilience.

Through the state's portfolio of California Jobs First investments, 13 regions across the state are building equitable access to community-led, climate-forward economies with a particular focus on inclusive strategies for historically marginalized (disinvested) communities.

Click here to learn more.



Our Region

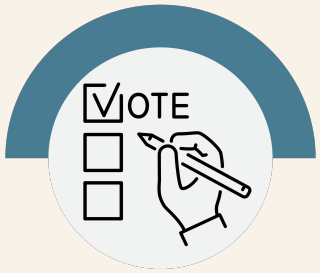
The Sierra Jobs First Region comprises the "Eastern Sierra" region, including the seven counties of Alpine, Amador, Calaveras, Inyo, Mariposa, Mono, and Tuolumne.

THE SIERRA JOBS FIRST COLLABORATIVE

Visit **sierrajobsfirst.org** to learn more about our progress and get the latest news!

We are a collection of hundreds of community members---local leaders, ranchers, bakers, public agency employees, health care workers, and Tribal and Latino representatives--working together to advance economic solutions in our region that build prosperity for ALL.

Who is in the Sierra Jobs First Collaborative?



Governing Council
(Formerly the HRTC)



Tribal Subcommittee



Project Identification Subcommittee



Local Government Subcommittee



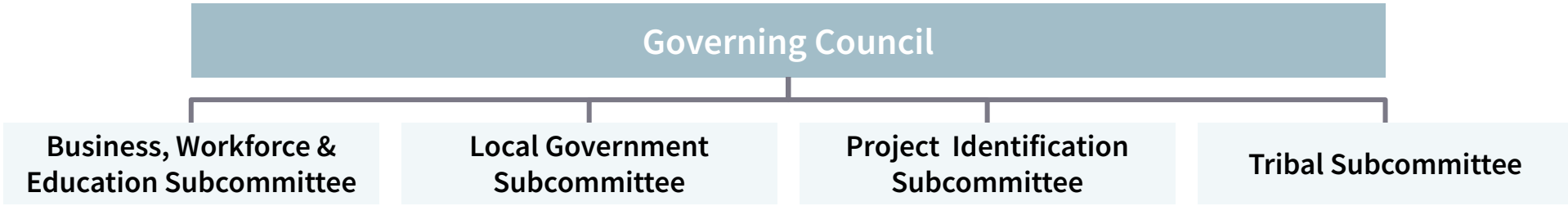
Business, Workforce & Education Subcommittee



Sierra Business Council
(Regional Convener/Administrator)

COLLABORATIVE GOVERNANCE STRUCTURE

Visit **sierrajobsfirst.org** to learn more.



Governing Council

- Minimum of 21 voting members
- Three from each county (or cities within counties)
- “At large” members representing disinvested communities
- One Non-voting Chair

Subcommittee Structure

- No limit on “voting members”
- Open ex-officio membership
- When voting is necessary, counties must vote as block
- Subcommittee decisions matriculate to Governing Council

Consensus Decision Making Process

- Decision making in subcommittees and HRTC based on modified consensus model
- (Support, Can Live With, Abstain, Oppose)
  - Straw Poll
  - Discussion
  - Poll-No consensus triggers vote
- Operational decisions require a majority vote of subcommittee and Governing Council members.
- Project decisions require a two-thirds vote of subcommittee and Governing Council members.

WHAT IS THE SIERRA BUSINESS COUNCIL?

Sierra Business Council (SBC) is a 501(c)3 nonprofit that serves the Sierra Nevada and is headquartered in Truckee with satellite offices in Sonora, Mammoth Lakes, Grass Valley, and Roseville.

In October 2022, SBC was selected as the lead convener and fiscal agent for the seven county Sierra Jobs First region.

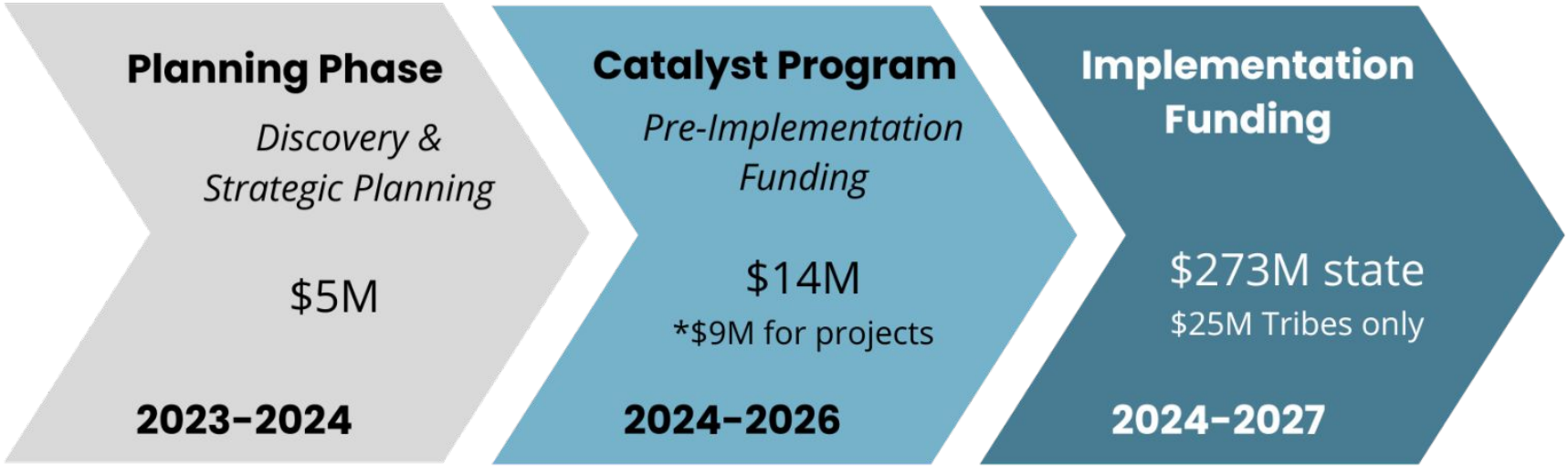
SBC's California Jobs First responsibilities on this project include providing administrative support, recruiting and selecting members of the Governing Council and broader Collaborative, convening and facilitating meetings, aligning program objectives with state criteria, documenting meetings and organizing meeting materials, contracting with experts in key industry sectors and strategic planning, and guiding the Collaborative's efforts by providing context and support.

SIERRA BUSINESS COUNCIL

Learn more about Sierra Business Council's 30 years of work and other projects that empower the economies and communities of the Sierra Nevada while advancing the region's critical environmental goals of the Sierra Nevada on their website, sierrabusiness.org.

Sierra Jobs First Phases

Visit **sierrajobsfirst.org** to learn more about our progress and get the latest news!



Review the **Regional Summary Report: Part I**

Learn more about the **Strategic Planning Process**

PLANNING PROCESS OVERVIEW 2023-2024

Visit **sierrajobsfirst.org** to learn more.

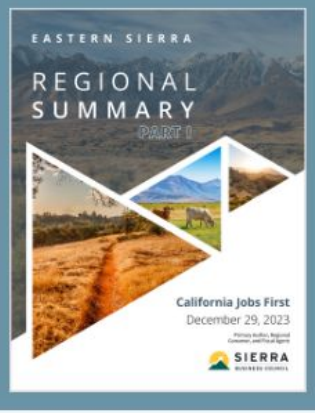
Planning Phase

Part 1: Discovery
Understanding Current Conditions in the Sierra Region

July-December 2023

REGIONAL SUMMARY: PART 1
(DATA, FEEDBACK AND FINDINGS)

PROJECT ID TRACKER



Part 2: Define Priorities (Strategic Planning)

Collaborative Defines Framework and Priorities

January-April 2024

SHARE FINDINGS & BUILD STRATEGIC PLAN FRAMEWORK

- ***Vision from clearly defined SWOT***
- ***Goals***
- ***Strategies***
- ***Actions / Projects***

Align with State Criteria

Community Engagement: Co-create Goals, Strategies, Actions & Project Ideas

May-August 2024

Draft Plan with:

- Council
- Subcommittees
- Tribal Subcommittee
- County Co-horts
- Industry Specific Working Groups
- CBOs
- Communities

Finalize and Adopt Regional Strategic Plan

July-August 2024

Public review and plan finalization

Council is final decision-making body and votes to move final draft to state.

STRATEGIC PLAN FRAMEWORK

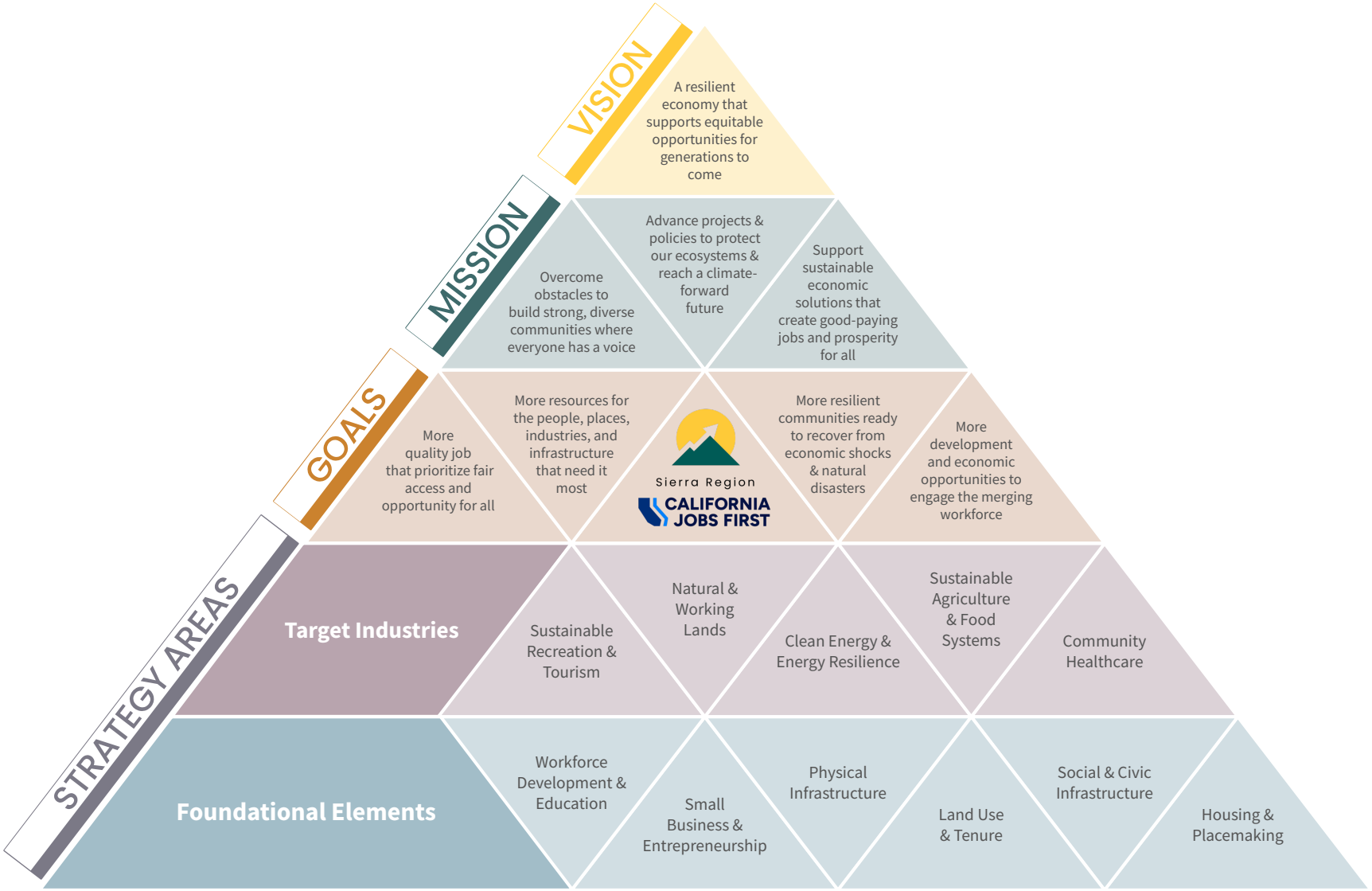
STRATEGY DEVELOPMENT PROCESS

Reach out to us directly and learn more at **sierrajobsfirst.org/get-involved**

DATA + INPUT	Regional Plan 1 Report (2023), Industry Sector Data, Focus Groups, Governing Council/Subcommittee, Community input
CO-CREATE STRATEGIES	April Strategy Session Community CBO Workshops Governing Council Meetings Subcommittee Meetings Expert Consultation Public Agency Presentations Reference Existing Plans/Reports
REFINE STRATEGIES IN 11 STRATEGY AREAS	Industry Sector Workshops Expert and Community Conversations Data Analysis Subcommittee Meetings
PUBLIC COMMENT	**June 21:** Draft Strategy Packet (2 week review) **July 25:** Draft Strategic Plan (2 week review)
APPROVAL OF PLAN, SUBMIT TO STATE	**Aug 15:** Final Draft Posted **Aug 23:** Governing Council Approval **Aug 30:** Submit to State

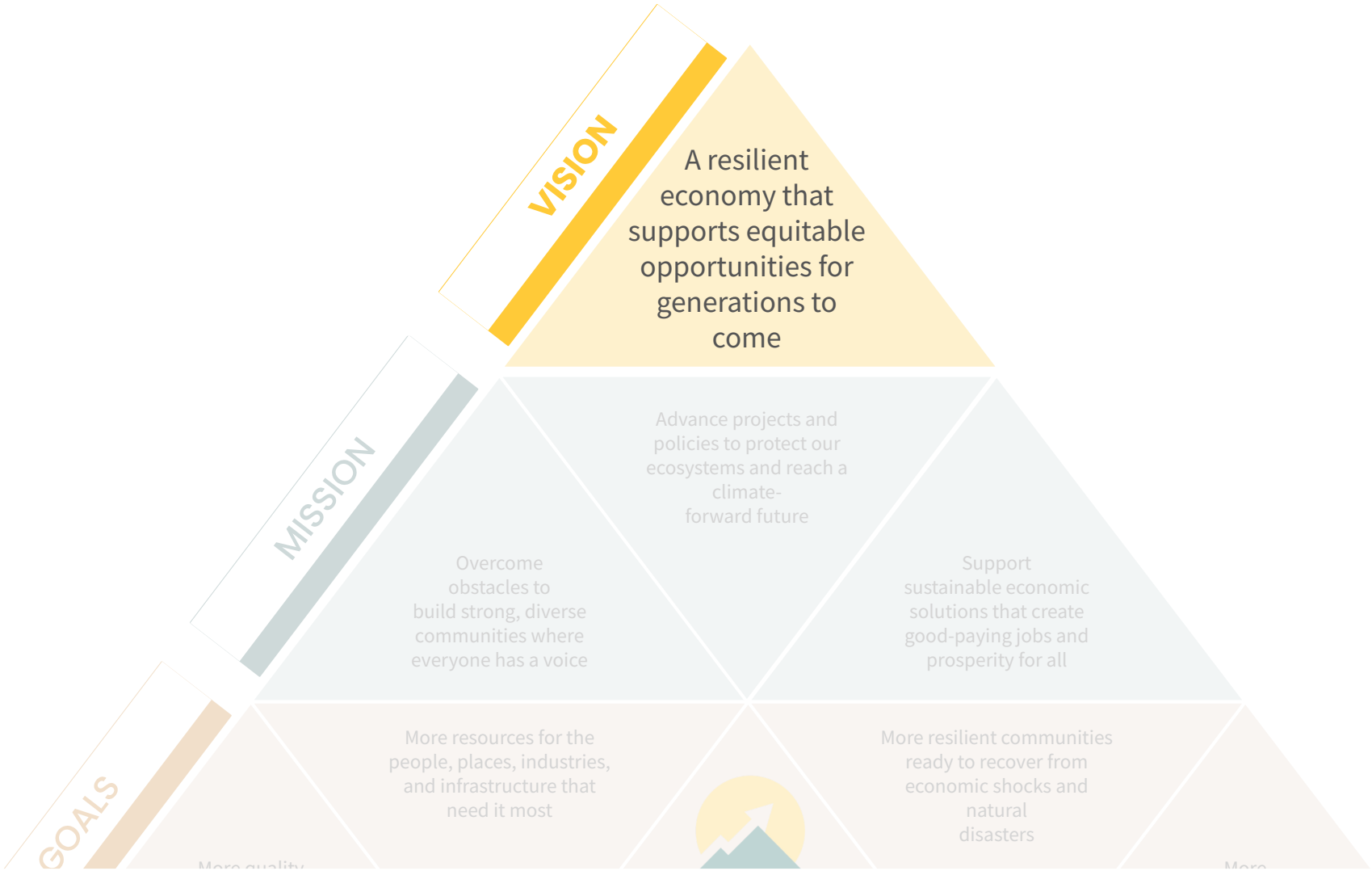
STRATEGY FRAMEWORK

Learn more at **sierrajobsfirst.org**



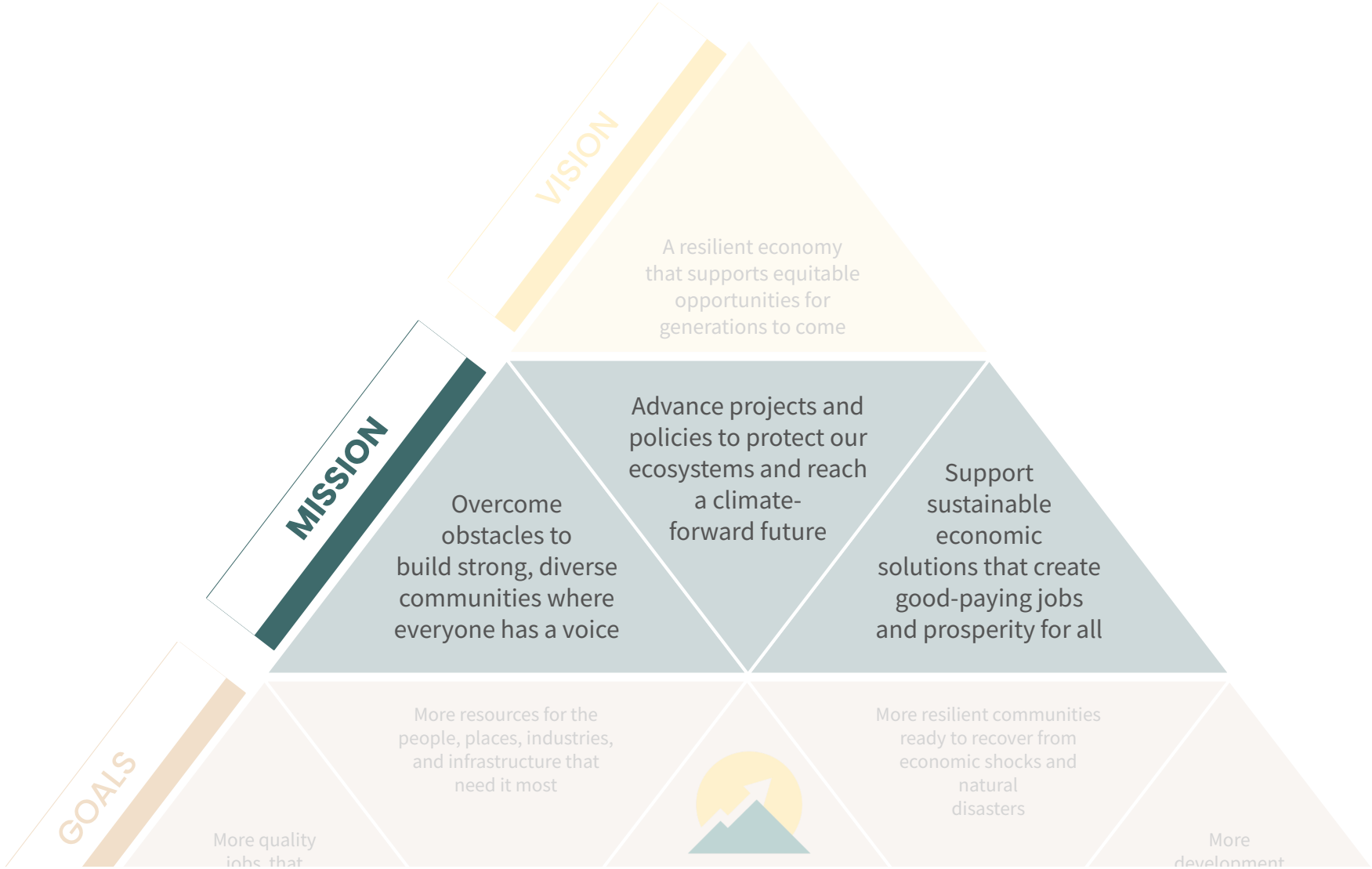
VISION

Reach out to us
directly and learn more at
sierrajobsfirst.org/get-involved

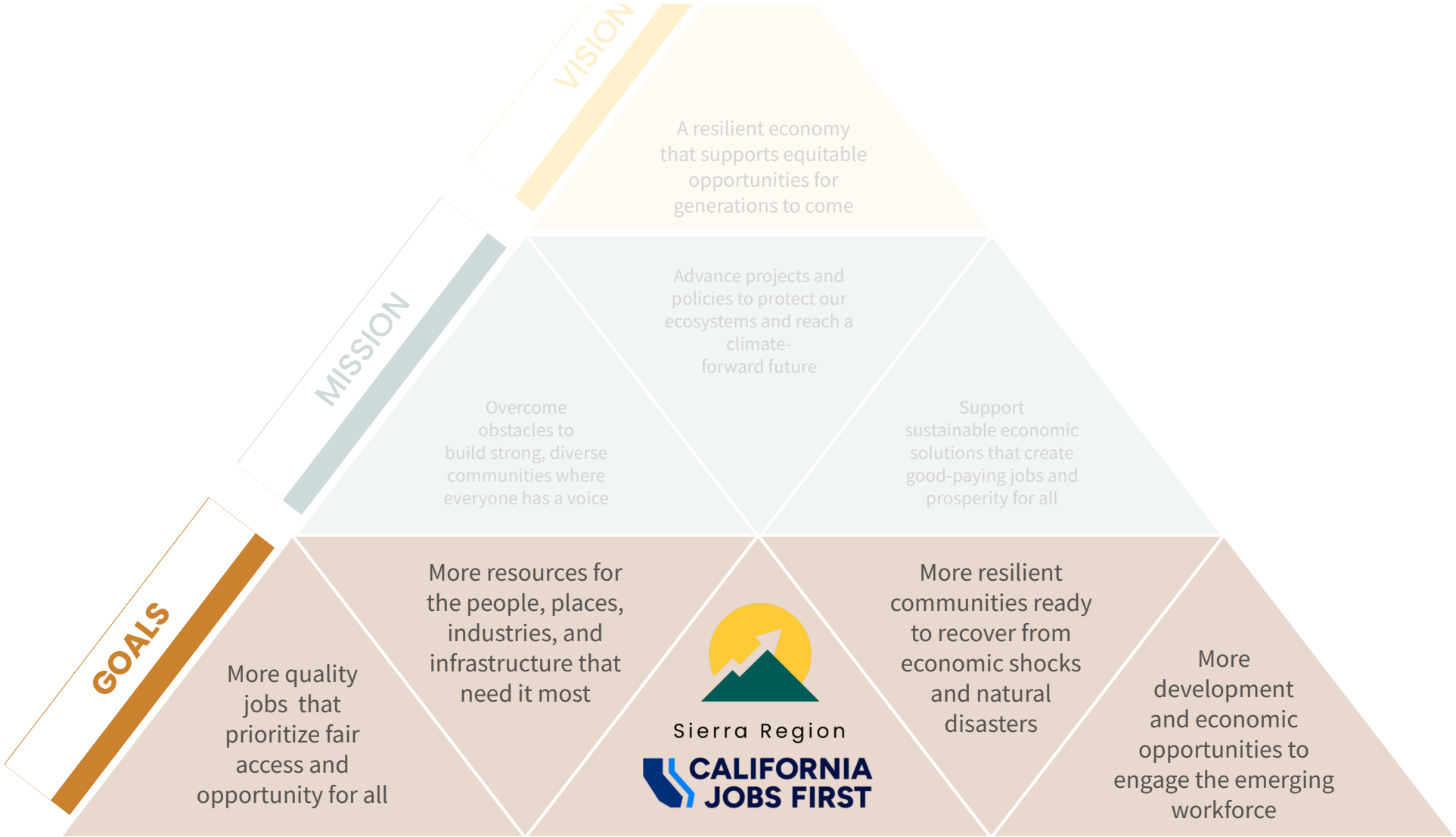


MISSION

Learn more at
sierrajobsfirst.org

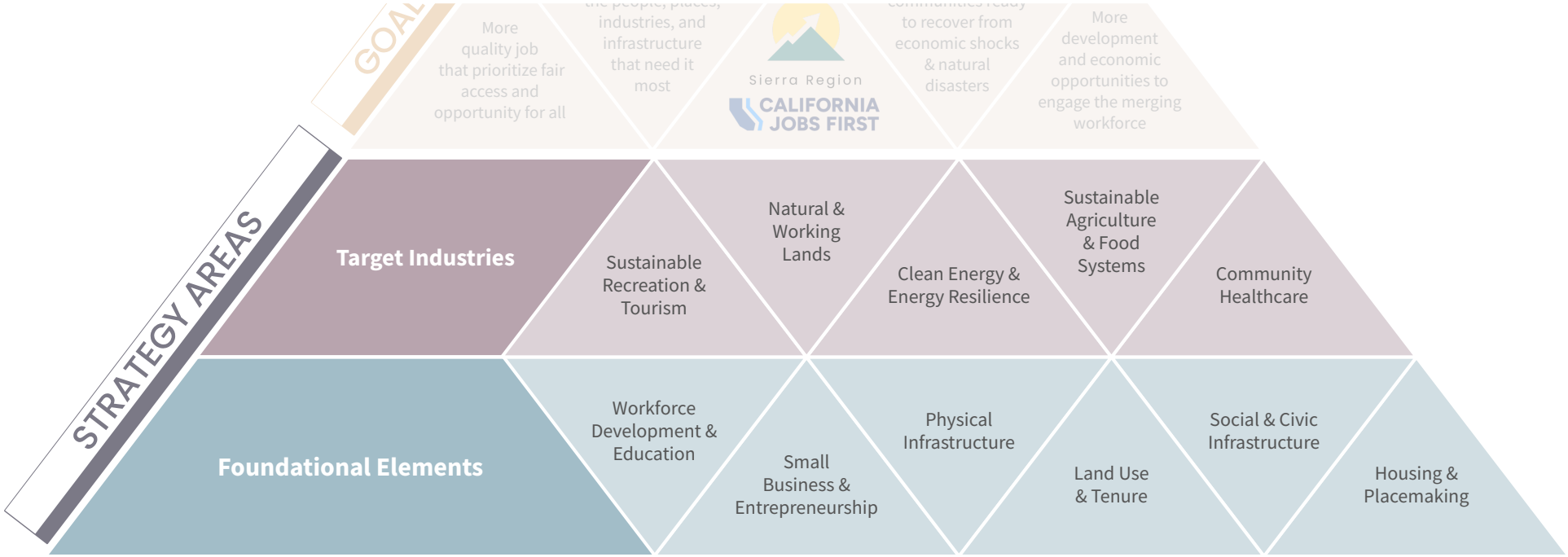


GOALS


VISION
A resilient economy that supports equitable opportunities for generations to come
MISSION
Advance projects and policies to protect our ecosystems and reach a climate-forward future
Overcome obstacles to build strong, diverse communities where everyone has a voice
Support sustainable economic solutions that create good-paying jobs and prosperity for all
GOALS
More quality jobs that prioritize fair access and opportunity for all
More resources for the people, places, industries, and infrastructure that need it most
Sierra Region
CALIFORNIA JOBS FIRST
More resilient communities ready to recover from economic shocks and natural disasters
More development and economic opportunities to engage the emerging workforce

STRATEGY DEVELOPMENT FRAMEWORK

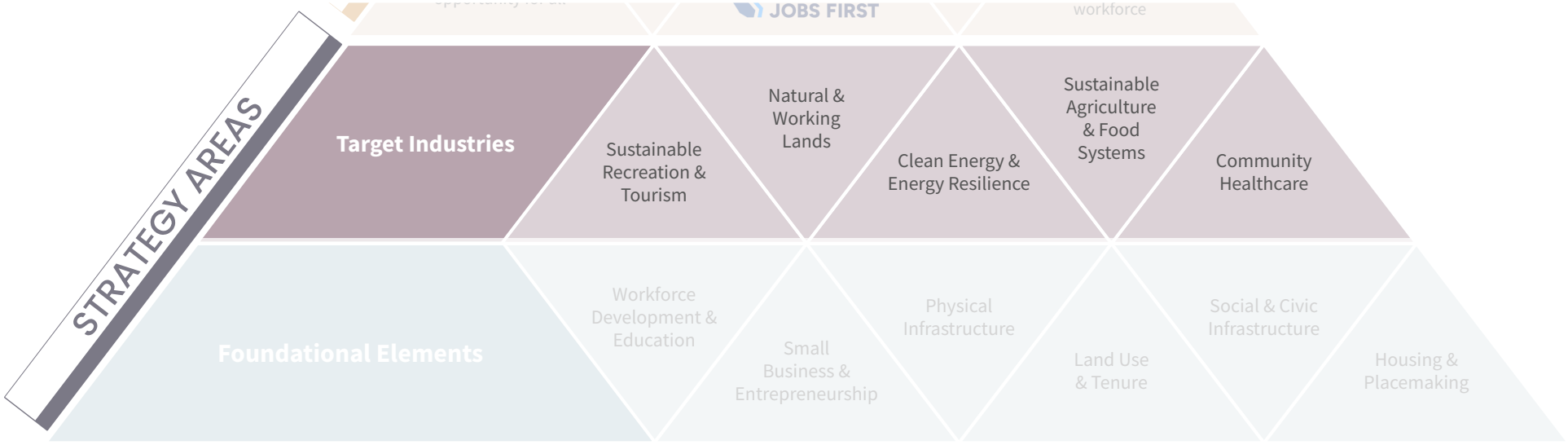
The Strategy Areas are divided into two main categories: **Target Industries** and **Foundational Elements**.



TARGET INDUSTRIES

How were Target Industries determined?

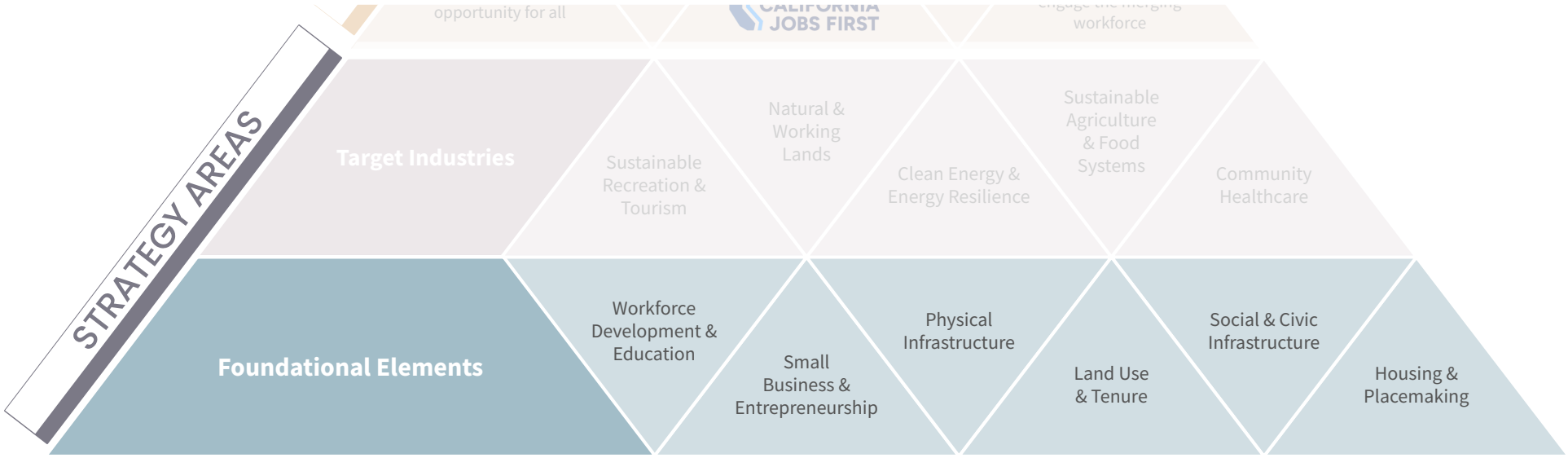
The 2023 Sierra Jobs First Regional Plan Summary looked at data and community input to determine which of the existing industries in the Sierra region are best positioned to create quality, high paying jobs. Outlined below are the five key industry sectors that were determined to drive the Sierra economy and offer the strongest pathway to equitable job creation.



FOUNDATIONAL ELEMENTS

How were the Foundational Elements determined?

These elements were determined by the Collaborative, and through the analysis in the Regional Summary Plan: Part I. Foundational Elements are systemic challenges facing the Sierra region that will need to be addressed in order to move strategies forward.



FOUNDATIONAL ELEMENTS

6 Strategy Areas

1. Workforce Development & Education
2. Small Business & Entrepreneurship
3. Physical Infrastructure
4. Land Use & Tenure
5. Social & Civic Infrastructure
6. Housing & Placemaking

WORKFORCE DEVELOPMENT & EDUCATION

FOUNDATIONAL ELEMENT 1

SUMMARY DEFINITIONS

- **Workforce:** Residents of the Sierra Region, aged 16 and above, who are engaged in or available for work.
- **Education: "**Cradle to Career" accessible and public opportunities for pre-kindergarten through post-secondary education.

WORKFORCE DEVELOPMENT & EDUCATION

OUTCOME STATEMENTS

- All community members have equitable access to the education they need to support themselves and their families and contribute to the region's economy and well-being.
- Sierra region residents have access to and are employed in high-quality jobs.
- The region's workforce has access to adequate social infrastructure programs to support acquiring and retaining high-quality jobs.

STRATEGY AREA:

WORKFORCE DEVELOPMENT & EDUCATION

FOUNDATIONAL ELEMENT 1

DRAFT STRATEGY 1 Expand post-secondary program opportunities and access with defined pathways for Sierra region residents.

SUGGESTED TACTICS

- "Grow our own": Increase educational opportunities for youth to remain local by training them in local community industry needs while retaining a sense of local history, heritage, and community.
- Begin career training, including career path, vocational, and trade training, at the high school level so students may graduate with vocational certification in a quality career.
- Create apprenticeships for plumbers, sheet metal workers, roofers, electricians, heavy equipment operators/mechanics, woodworkers, etc.
- Define quality job needs in each Sierra Jobs First Industry Sector.
- Develop partnerships between community colleges and local industries to ensure that education and training programs align with the needs of the five key industry sectors for Sierra Jobs First.
- Establish industry sector-specific advisory boards comprising industry leaders and educators to guide curriculum development and program offerings.
- Focus on areas of need, like teacher and hospital certification, natural ecology training, auto mechanic, music education, and veterinary medicine.
- Introduce flexible models such as "earn as you learn" programs to allow individuals to gain education and training while working.
- Offer satellite programs and strengthen relationships between regional colleges, especially regarding vocational certification programs.
- Offer training for finding and excelling at higher-paid remote work.
- Train the local community in grant writing.

POTENTIAL IMPLEMENTATION PARTNERS

Cerro Coso Community College • Columbia Community College • Government Agencies Responsible For Education And Training • Industry Associations • Workforce Development Boards

WORKFORCE DEVELOPMENT & EDUCATION

DRAFT STRATEGY 2

Promote vocational education and apprenticeships to provide non-degree opportunities and assets.

SUGGESTED TACTICS

- Establish vocational training schools, programs, and facilities throughout the region.
- Create an employer bonus program for workers completing additional education.
- Enhance vocational education in high schools to provide students with career exploration and readiness opportunities.
- Establish apprenticeship programs in various sectors, including trades, healthcare, and government, to provide hands-on training and job experience.
- Grow internships, apprenticeships, and job shadowing availability in all roles, including county jobs.
- Offer language classes within vocational, trades, and certification programs.
- Train people entering the trades on business ownership/operation.

POTENTIAL IMPLEMENTATION PARTNERS

Industry Partners Offering Apprenticeship Programs • K-12 System, Middle, and High Schools • Labor Unions • Vocational Training Institutions

WORKFORCE DEVELOPMENT & EDUCATION

DRAFT STRATEGY 3 Address barriers to achieving inclusivity for disinvested communities.

SUGGESTED TACTICS

- Implement initiatives to break cultural stigmas surrounding trade jobs and promote inclusivity, especially for underrepresented groups.
- Create inclusive apprenticeship programs in trades (including dual language), ensuring they are free from harassment and discrimination.
- Provide support services to students to address barriers to success, including language, transportation, tools/clothing, housing, and incentives for success.
- Improve transportation systems (including organized carpooling) between disinvested areas and the resources, training, and job opportunities they need.
- Create more satellite and remote training and certification opportunities accessible to disinvested communities.
- Create county-wide recognition programs (championships, competitions, invitational camps) for up-and-coming leaders in sports, science, and other areas of specialization.
- Establish satellite sites with necessary resources like computers, enrollment assistance, financial aid support, and tutoring services to facilitate access to education and training.
- Invest in a robust financial aid system to increase access to programs and training opportunities for individuals in the region.

POTENTIAL IMPLEMENTATION PARTNERS

Advocacy Groups For Underrepresented Communities • Community-Based Organizations Offering Tutoring And Support Services • Diversity And Inclusion Organizations • Educational Institutions Promoting Inclusivity • Government Agencies Responsible For Education And Workforce Development • Nonprofit Organizations Providing Educational Support Services • Trade Associations

SMALL BUSINESS & ENTREPRENEURSHIP

FOUNDATIONAL ELEMENT 2

SUMMARY DEFINITION

Entrepreneurship and Small Business Strategies refers to the need to provide technical assistance and investment to support the prosperity of this sector which is responsible for roughly 48,000 jobs or 69% of the region's total jobs.

SMALL BUSINESS & ENTREPRENEURSHIP

OUTCOME STATEMENTS

- Entrepreneurs are supported as major employers in the region.
- Small businesses have access to capital to start and grow their businesses.
- New small businesses in high-wage/high-growth sectors are established and welcomed by the communities.
- New jobs in emerging sectors evidence economic diversification.
- Downtown cores are a place that welcomes residents and visitors alike and contributes to the desire to live, stay, and move to the region.

STRATEGY AREA:

SMALL BUSINESS & ENTREPRENEURSHIP

FOUNDATIONAL ELEMENT 2

DRAFT STRATEGY 1

Support small business development and technical assistance providers to grow entrepreneurial opportunities.

SUGGESTED TACTICS

- Leverage and invest in existing entrepreneurial ecosystem (i.e., SBDCs, micro-lenders, etc.) to support small business development.
- Provide education and resources for small businesses and entrepreneurs to foster economic growth and job creation in the region, including worker-owned collaboratives.
- Establish funding pools to support small businesses in starting apprenticeship programs, particularly in trade sectors like trail building and wilderness guides.
- Create a place-based entrepreneurship outreach and training program.

POTENTIAL IMPLEMENTATION PARTNERS

California Community Colleges • Chambers Of Commerce • Economic Development Agencies • Local Government Agencies Providing Business Support Services • Maker Spaces • Mentor Organizations • Small Business Development Centers • Worker-Owned Collaborative Assistance Programs

STRATEGY AREA:

SMALL BUSINESS & ENTREPRENEURSHIP

FOUNDATIONAL ELEMENT 2

DRAFT STRATEGY 2 Drive economic diversification by attracting and supporting new industry clusters and emerging industries, particularly next economy, carbon-neutral growth sectors.

SUGGESTED TACTICS

- Identify opportunities to leverage natural resources, ecosystem services, and forest resiliency projects for tourism-related activities such as trail building, transportation, and ecological education.
- Leverage USDA and UCANR programs and funding to build co-op networks to help small agricultural businesses thrive.
- Explore incentive programs for business relocation in desired industries.
- Expand food-processing infrastructure to support basic and value-added animal and crop products to increase tradable output.

POTENTIAL IMPLEMENTATION PARTNERS

Central Sierra Economic Development District • Eastern Sierra Council Of Governments • Local Government Economic Development Agencies • Mammoth Lakes Trails & Public Access Foundation • University Of California Cooperative Network • University Of California Division Of Agriculture And Natural Resources

SMALL BUSINESS & ENTREPRENEURSHIP

DRAFT STRATEGY 3

Support and expand non-tourism-related commerce to bolster the region's resilience to economic downturns and extreme weather events.

SUGGESTED TACTICS

- Support re-purposing of abandoned or unused facilities such as old mills, biomass plants, and commercial retail locations.
- Support innovation hubs and place-based manufacturing operations such as value-added food products, small-diameter timber products, and artisan goods with resources and funding opportunities.
- Identify cross-jurisdictional funding opportunities for priority economic development projects around sustainable tourism, agriculture, forest health, and transportation.

POTENTIAL IMPLEMENTATION PARTNERS

Local Government, Economic Development Agencies

SMALL BUSINESS & ENTREPRENEURSHIP

DRAFT STRATEGY 4 Expand access to capital for start-up and existing businesses.

SUGGESTED TACTICS

- Establish an investment network by identifying funding to support rural and Tribal entrepreneurs and nonprofit organizations.
- Explore specific investment in outdoor-related new and existing businesses.
- Other tactics TBD

POTENTIAL IMPLEMENTATION PARTNERS Local Government, Economic Development Agencies

PHYSICAL INFRASTRUCTURE

FOUNDATIONAL ELEMENT 3

SUMMARY DEFINITION

The basic physical structures required for an economy to function and survive such as water, sewer, telecommunications, broadband, electricity, gas and transportation routes. Also refers to the physical availability and quality of public facilities, including the number of facilities, facility amenities and resources, the distribution of facilities, and the appropriate mix of facility types to meet population health needs.

PHYSICAL INFRASTRUCTURE

OUTCOME STATEMENTS

- All residents and visitors have access to sustainable, efficient, modernized infrastructure and utilities to serve their needs.
- Integrated, reliable, high-speed, last-mile broadband connections provide equitable access for residents, businesses, and visitors.
- Modernized wastewater and water management systems and infrastructure will mitigate drought-related water shortages and support economic and population growth over the next 20 years.
- Roads throughout the Sierra region are maintained.

STRATEGY AREA:

PHYSICAL INFRASTRUCTURE

FOUNDATIONAL ELEMENT 3

DRAFT STRATEGY 1

Develop a regional infrastructure improvement plan that identifies climate resiliency/sustainability co-benefits and addresses future economic demands across the Sierra Jobs First region.

SUGGESTED TACTICS

- Conduct an asset inventory of all buildings, infrastructure, and related assets for all jurisdictions in the Sierra Jobs First region.
- Develop a sustainable infrastructure master program plan for incorporation into the SRTI "Visitor Connection Package" to educate residents, visitors, and workers about Sustainable Recreation and Stewardship, tribal culture, climate change hazards, and historical and interpretive opportunities within the Study Area.
- To educate the community and gather feedback, create a regional forum and online dashboard of infrastructure improvement projects and opportunities.
- Establish a regional collaboration of leaders across all sectors, including tribal and disinvested communities, to provide ongoing direction for physical infrastructure improvement projects. This includes updating each county's current capital improvement process and adding cross-county collaboration.
- Prioritize potential upgrade investments for the region's roadways, focusing on opportunities to enhance road safety (e.g., pull-out areas along mountain roads and passes, passing lane opportunities, highway road shoulders, road asphalt conditions, lane lines, and road signage if necessary).

POTENTIAL IMPLEMENTATION PARTNERS

California Public Utilities Commission • Other Internet And Cell Phone Service Providers • Pacific Gas & Electric Company • Public Works Departments • Volcano Communications Group • Water Districts

PHYSICAL INFRASTRUCTURE

DRAFT STRATEGY 2

Accelerate the progress of underground broadband and utility lines projects and last-mile connections by working with existing broadband and utility companies and leveraging existing middle-mile fiber.

SUGGESTED TACTICS

- Accelerate efforts for underground utility lines and 21st-century technologies such as fiber optic cable, electrical systems, and water retainment systems.
- Develop robust satellite internet and mesh network systems for mountainous communities.
- Identify fiber locations and map potential for low-cost, high-efficiency wireless mesh networks.
- Infrastructure companies, agencies, and partners collaborate to share project development areas such as trenches and roadways to combine efforts for underground installation projects.
- Leverage federal, state, and local funding sources and incentives that remove barriers to investment for broadband and utility infrastructure improvements.
- Maintain landlines so people without cell phones can remain connected in mountainous areas.
- Provide incentives to homeowners and property owners to establish easements for broadband and utility companies to install continuous networks of underground utility lines.
- Support redundancy of service to withstand natural disasters and Public Safety Power Shutoff (PSPS) events.

POTENTIAL IMPLEMENTATION PARTNERS

Broadband Coalitions • California Department of Forestry and Fire Protection • Civil Society Organizations • County Governments • Current Internet Service Providers • Edison Electric • Homeowners Associations • Joint Powers Agencies • Other Internet And Cell Phone Service Providers • Pacific Gas & Electric Company • Regional Broadband Consortia • US Forest Service • Volcano Communications Group

PHYSICAL INFRASTRUCTURE

DRAFT STRATEGY 3

Modernize wastewater and water management systems and infrastructure to mitigate drought-related water shortages and support economic and population growth over the next 20 years.

SUGGESTED TACTICS

- Conduct a region-wide assessment of water sources, water quality, water infrastructure, and water delivery systems to identify priority areas for modernization and improvement.
- Work with counties, cities, and landowners to improve water conservation efforts across the region.
- Offer tax-based incentives/savings for water conservation efforts to property owners.
- Modernize, improve, and expand wastewater treatment plants in each county.
- Provide free well water evaluations and recommendations to communities who rely on well water for drinking and sanitation efforts on properties.
- Create region-wide initiatives to address landscape water usage and provide incentives for installing drought-tolerant landscapes requiring little to no water.

POTENTIAL IMPLEMENTATION PARTNERS

Bureau of Land Management • City Councils • County Water Agencies • East Bay Municipality District • Edison Electric • US Forest Service • Watershed Conservation Organizations

LAND USE & TENURE

FOUNDATIONAL ELEMENT 4

SUMMARY DEFINITION

How humans use land for economic and cultural activities and how property rights are allocated, used, transferred, and managed for that land.

LAND USE & TENURE

OUTCOME STATEMENTS

- Local communities, federal, state and utility land managers collaborate to achieve mutual goals.
- A roadmap for land exchanges or divestiture of infill properties exists (not necessary for agency operations).
- Primary beneficiary agencies and corporations are partners in investing in local community prosperity and resource stewardship.

DRAFT STRATEGY 1

Strengthen regional partnerships with local governments, large land management organizations, and major area employers to co-develop strategic plans addressing mutual infrastructure needs and capacity gaps.

SUGGESTED TACTICS

- Establish long-term shared stewardship agreements and other agreement toolkits with land management agencies to align priorities and share resources.
- Invest in local small businesses and NGOs to provide third-party contract staff capacity to support gaps in agency funding (plan, environmental permitting, and project implementation).
- Identify mechanisms to invest in infrastructure improvements on public lands.
- Develop land exchange and divestiture plans to transfer infill and other opportunity sites to private ownership.
- Engage LADWP/landowners to prepare for potential land transfer if the water resource management of the land is no longer needed.

POTENTIAL IMPLEMENTATION PARTNERS

Bureau of Land Management • California Department of Forestry and Fire Protection • Community Colleges • Land Trusts • Local Governments • Los Angeles Department of Water and Power • National Park Service • Special Districts • Tribes • US Forest Service

DRAFT STRATEGY 2

Work with federal and other public land management agencies to develop collaborative plans to address local community and economic development needs.

SUGGESTED TACTICS

- Ensure that federal and state agency plans and projects incorporate local priorities (e.g., Caltrans highway improvements should incorporate local Main Street improvement goals and plans).
- Work with land management agencies to improve community connectivity through a regional trail network.
- Work with land management agencies to develop environmentally and economically sustainable agriculture plans.

POTENTIAL IMPLEMENTATION PARTNERS

Bureau of Land Management • California Department of Forestry and Fire Protection • California Department of Transportation • Los Angeles Department of Water and Power • National Park Service • Special Districts • Tribes • US Forest Service

DRAFT STRATEGY 3

Advocate as a region to establish regional environmental justice plans and policies that retain the benefits of resource exportation in the communities of origin.

SUGGESTED TACTICS

- Advocate as a region for State policies recognizing future carbon credits for fuel mitigation projects.
- Collaborate with metropolitan utility providers to be partners and financial stakeholders in watershed management, wildfire resiliency, and local community development needs.
- Develop an impact fee system for resort corporations (Vail Resorts and Alterra) that benefit from local services such as law enforcement, healthcare, and public transportation.
- Ensure Payment in Lieu of Taxes (PILT) and other financial compensations are commensurate with the value of ecosystem services provided to out-of-area users.
- Identify State and Federal resources for technological innovations in ecosystem services and climate resilience.
- Integrate California 30x30 plan in land use planning. Engage Tribal communities in 30 x 30 planning.
- Investigate the feasibility of partnering with conservation finance organizations to fund ecosystem management projects leveraging downstream beneficiaries.

POTENTIAL IMPLEMENTATION PARTNERS

Alterra Mountain Company • California State Association Of Counties • County Board Of Supervisors • Los Angeles Department of Water and Power • Rural County Representatives Of California • San Francisco Public Utilities Commission • Southern California Edison • Vail Resorts • Whitebark Institute • Yosemite Stanislaus Solutions

DRAFT STRATEGY 4

Collaborate with municipal utility providers to localize workforce development.

SUGGESTED TACTICS

- Establish career training programs in forward-looking jobs in water management and electricity production (including biomass, hydroelectric, and geothermal).
- Establish training programs to support professional careers in land management and ecosystem services, including land use and environmental planning, engineering, sustainable recreation, agriculture, technology, clean energy, etc.

POTENTIAL IMPLEMENTATION PARTNERS

California Department of Transportation • Community Colleges • Coso Operating Company • Hetch Hetchy • Los Angeles Department of Water and Power • Ormat Technologies • Pacific Gas & Electric Company • Public Works Departments • Southern California Edison • Tribes

SOCIAL & CIVIC INFRASTRUCTURE

FOUNDATIONAL ELEMENT 5

SUMMARY DEFINITION

The network of services, facilities, and organizations that support the quality of life and well-being of communities.

SOCIAL & CIVIC INFRASTRUCTURE

OUTCOME STATEMENTS

- Affordable and accessible childcare options serve the region's workforce.
- Healthy philanthropic organizations in the region invest in key social and civic infrastructure programs and services.
- Local organizations are coordinated and aligned to best meet the needs of Sierra communities.

SOCIAL & CIVIC INFRASTRUCTURE

DRAFT STRATEGY 1

Build philanthropic organizations that can secure funding to build civic capacity and infrastructure.

SUGGESTED TACTICS

- Build NGO capacity for community health providers - leverage Medi-Cal billing as a funding stream.
- Build transportation (for in-home services) and telehealth options through coordinated programs.
- Develop a strategy to attract philanthropic support and investment in the Sierra region, potentially through partnering with an existing foundation or establishing a new program focused on Sierra-based needs.
- Formalize a partnership to create a collaborative network aimed at streamlining social service delivery, incorporating initiatives like 211, Community House, and centralized wellness events.
- Identify grant opportunities from federal, state, and private partners and secure ongoing technical assistance from local partners to secure these funds.
- Organize funding needs and opportunities for the region's NGOs and CBOs. Align with philanthropic interest area portfolios and set up meetings with philanthropy to pitch the region's project ideas to funders.
- Work with large CBOs/Foundations to expand grants, loans, and private capital access for smaller ones.

POTENTIAL IMPLEMENTATION PARTNERS

Area Foundations, Health Foundations, Community Foundations • Capital Projects Directors • High Schools • Large Community-Based Organizations • Local Health Providers Including Child Welfare • Tribes

STRATEGY AREA:

SOCIAL & CIVIC INFRASTRUCTURE

FOUNDATIONAL ELEMENT 5

DRAFT STRATEGY 2

Formalize a collaboration with the region's existing civic organizations to fill gaps in the social and civic infrastructure.

SUGGESTED TACTICS

- Establish a collaborative network of social service non-government organizations and centralized hubs to provide easily accessible services and act as community gathering spaces for all residents.
- Formalize collaboration between tribes and government agencies to ensure services are culturally appropriate and include natural organic foods, nature as part of wellness, and Indigenous elder care.
- Coordinate with the expansion of broadband to enable telehealth services in remote areas and collaborate with innovative transit providers to facilitate transportation to essential services.
- Expand the delivery of Community Supported Agriculture (CSA) groceries and other mobile social services in the region.
- Establish programs for tribal and Latino youth to build leadership, foster community connection, and retain talent.
- Identify various funding sources to expand access to specialized services such as mental health support, housing security, healthcare, urgent care, and preventive programs.
- Provide affordable options for fresh food in disinvested communities through CSA programs, Farmers Markets, and other programs.
- Enhance the health insurance and wellness benefits offered by employers.

POTENTIAL IMPLEMENTATION PARTNERS

17 Tribes Within The Region • Farm To Fork Supply Chain • Health Clinics • High School Offices • Insurance Providers, Employers • Youth Internships/Trainings

SOCIAL & CIVIC INFRASTRUCTURE

DRAFT STRATEGY 3

Expand childcare providers and partnerships to create affordable daycare options for working parents.

SUGGESTED TACTICS

- Create joint programs that address the social and emotional needs of both children and adults, such as Boys and Girls Clubs, Big Brothers/Big Sisters, Adopt-a-Senior, and programs that offer physical activities for adults while providing supervision for children.
- Create partnerships between organizations like First 5 and community colleges, especially satellite/remote ones, to provide apprenticeship and certification programs in childcare.
- Engage in outreach and partnership efforts with community colleges, high schools, and workforce development agencies to promote the community colleges and satellite centers that offer free childcare for students.
- Identify childcare facilities and services available in the region, categorized by specific communities and other relevant criteria.
- Identify funding for startup costs and develop a Memorandum of Understanding (MOU) with landlords to eliminate barriers for women to start and promote daycare businesses, which provide an essential service for working parents.
- Promote in-home childcare services as an opportunity for small businesses and entrepreneurs by leveraging Small Business Development Centers (SBDC) and Family Child Care Homes in-home daycare training programs.

POTENTIAL IMPLEMENTATION PARTNERS

College Childcare Center • First 5 California County Offices • Offices Of Education • Small Business Development Center

HOUSING & PLACEMAKING

FOUNDATIONAL ELEMENT 6

SUMMARY DEFINITIONS

Housing: Refers to the usage and construction of shelter as living spaces, individually or collectively. It is a basic human need and human right, and plays a critical role in shaping the quality of life for individuals, families, and communities

Placemaking: A collaborative process that involves planning, designing, and managing public spaces to create quality spaces that people love and feel connected to.

HOUSING & PLACEMAKING

OUTCOME STATEMENTS

- Communities and visitors across the region benefit from enhanced access to local attractions and public services.
- Local governments and non-governmental organizations have the capability and capacity to promote economic development.
- Residents have access to a variety of housing options regardless of their income levels.
- Revitalization plans for downtown areas in communities address limited planning, policy, infrastructure, and funding to create appealing downtown cores that welcome residents and visitors, contributing to the region's desirability.

DRAFT STRATEGY 1

Build collaborations with federal and utility land managers and other large regional employers to identify land, exchange sites, and develop divestiture plans for lands not used for operational purposes and workforce housing plans.

SUGGESTED TACTICS

- Develop regional housing needs assessments and strategies that address workforce housing needs across all income levels.
- Identify policies and processes for land management agencies to make lands available for local community and economic development needs.
- Identify policies and sites for federal and other public agencies, such as the Los Angeles Department of Water and Power, to develop workforce housing on their lands to support their employees.
- Leverage quantified workforce housing needs to develop relationships with investors and developers to attract resources and expertise into the Sierra region.
- Work with Federal and other non-local land management agencies to develop land exchange and divestiture plans

POTENTIAL IMPLEMENTATION PARTNERS

Alterra Mountain Company • Bureau of Land Management • Community Development And Planning Agencies • County And Local Governments • Healthcare Districts • Los Angeles Department of Water and Power • Regional Planning Organizations • US Forest Service • Vail Resorts

DRAFT STRATEGY 2

Initiate a region-wide main street and downtown revitalization campaign to centralize community economic activity.

SUGGESTED TACTICS

- Apply urban design and planning best practices to enhance downtown areas for residents, visitors, and businesses.
- Create safe walking paths from downtown to local parks, expand parking including accessible parking, install security systems like cameras and lighting, and ensure pedestrian areas meet ADA compliance.
- Engage residents and visitors in creating downtown revitalization plans and blueprints to enhance commerce centers, in coordination with regional collaborative governance as needed.
- Establish accessible public rest areas, improve and expand public restrooms, and provide safe drinking water and family facilities near downtown attractions.
- Involve philanthropic organizations in community projects and set up a revolving loan fund to support new development, business improvements, and marketing strategies.
- Review all existing zoning to identify limits to infill reuse and redevelopment, mixed-use or additional height and density.

More Tactics and Potential Implementation Partners On Following Slide

DRAFT STRATEGY 2

Initiate a region-wide main street and downtown revitalization campaign to centralize community economic activity.

SUGGESTED TACTICS

- Secure additional staff to develop and implement downtown revitalization plans.
- Support core drivers of cultural tourism such as the arts, Indigenous history preservation, and locally sourced products.
- Invest in placemaking initiatives that preserve the region's rich history, including historic buildings, natural and cultural aspects, public art, and additional public space.

POTENTIAL IMPLEMENTATION PARTNERS

California Department of Transportation • Chambers Of Commerce • Community Banks • Community Development And Planning Agencies • Community Development Departments • Community Foundations • County And Local Governments • Historical Societies • Local Government Economic Development Agencies • Main Street Businesses And Communities • Non-Governmental Organizations Partners • Regional Planning Organizations

DRAFT STRATEGY 3

Identify solutions to address and remove policy barriers hindering the development of housing and communities.

SUGGESTED TACTICS

- As a region, collectively advocate for modified state policies and metrics, as well as more flexible Area Median Income standards to access state funds for affordable housing, reflecting rural community needs and enabling missing middle housing.
- Develop local policies to encourage workforce housing opportunities for seasonal and agricultural workers.
- Develop regulations to limit short-term rentals and incentives for making housing stock available for long-term rentals.
- Identify resources to assist businesses, property owners, and homeowners in bringing aging buildings up to code and address deferred maintenance.
- Identify state and local policy barriers to housing development, including California energy and building code standards, and advocate for rural strategies to achieve standards within the region.
- Streamline local planning approvals for housing development.
- Support policies and opportunities that promote accessory dwelling units (ADUs), including creating pre-approved plans and providing educational resources to make building accessory dwelling units more accessible.

POTENTIAL IMPLEMENTATION PARTNERS

Amador Tuolumne Community Action Agency • Calaveras Mariposa Community Action Agency • Community Development And Planning Agencies • County And Local Governments • Eastern Sierra Community Housing • Housing NGO partners • Inyo Mono Advocates For Community Action • Regional Planning Organizations

DRAFT STRATEGY 4

Identify new financial tools and capacity models to support housing development.

SUGGESTED TACTICS

- Advocate as a region for property tax exemptions for infill housing strategies such as ADUs to incentivize development.
- Develop a toolkit of local, state, and federal funding for developer incentives for housing development.
- Develop sustainable funding models for non-governmental housing agencies.
- Establish and fund first-time homebuyers' assistance programs.
- Provide multilingual education programs for first-time homebuyers.
- Establish low-interest or grant programs to optimize existing housing stock
- Establish regional housing trusts or land banks.
- Establish a Sierra regional Housing Finance Authority / Community Development Finance Authority (CDFI).
- Explore rent control policies.
- Investigate the feasibility of fee structure for vacant buildings, short-term rentals, and second homes.
- Partner with tribal entities to leverage funding for housing on and off reservations.

POTENTIAL IMPLEMENTATION PARTNERS

Amador Tuolumne Community Action Agency • Business Associations • Calaveras Mariposa Community Action Agency • California Department Of Housing And Community Development • California Student Aid Commission • Chamber Of Commerce • Community Development And Planning Agencies • County And Local Governments • Eastern Sierra Community Housing • Homeowners Associations • Housing NGO partners • Inyo Mono Advocates For Community Action • Regional Planning Organizations • Rural County Representatives Of California • State Legislators

DRAFT STRATEGY 5 Invest in engineering plans and environmental permitting to develop a pipeline of shovel-ready infrastructure projects to support community and housing development.

SUGGESTED TACTICS

- Conduct needs assessments to identify and prioritize gaps and deficiencies in water, sewer, and other infrastructure needed to support current and future community development.
- Leverage state incentives to consolidate rural service districts into modernized, centralized service areas where feasible. Leverage regional collaborations for project development and implementation.
- Identify State and Federal funding sources to address infrastructure deficiencies.

POTENTIAL IMPLEMENTATION PARTNERS

Community Development And Planning Agencies • County And Local Governments • Public Works Departments • Special Districts • USDA Rural Development • Water Quality Control Boards

TARGET INDUSTRY

5 Strategy Areas

1. Sustainable Recreation & Tourism
2. Natural & Working Lands
3. Clean Energy & Energy Resilience
4. Sustainable Agriculture & Food Systems
5. Community Healthcare

SUSTAINABLE RECREATION & TOURISM

TARGET INDUSTRY 1

SUMMARY DEFINITION

A target sector focused on transforming outcomes for tourism and recreation today by increasing opportunities and amenities to support economic mobility, social fairness, and environmental sustainability to mitigate negative impacts associated with tourism

SUSTAINABLE RECREATION & TOURISM

OUTCOME STATEMENTS

- Sierra residents have access to high-quality jobs in the Recreation and Tourism sector
- Local, state, and federal, private landowners work together to unlock opportunities in the region.
- Significant public and private investments in the region support new opportunities.
- A climate resilient recreation and tourism economy exists in the region.

SUSTAINABLE RECREATION & TOURISM

DRAFT STRATEGY 1

Enhance access to recreation and tourism on public lands by creating binding partnership agreements between local authorities and federal, state, and utility land managers.

SUGGESTED TACTICS

- **Collaborative Capacity:** Develop a regional governance structure consistent with binding partnership agreements to regularly convene land managers and regional partners to identify regional recreation and tourism needs and opportunities and serve as a forum for information sharing.
- **Collaborative Planning:** Through a regional collaborative governance structure consistent with binding partnership agreements, identify efficient pathways to create plans and establish policies to reflect regional priorities.
  - Create regional sustainable recreation plans by identifying assets, gaps, partners, and implementation strategies with land managers.
  - Prioritize tribal engagement.
- **Collaborative Implementation:** Identify efficient pathways to implement regional plans and priorities through a regional collaborative governance structure consistent with binding partnership agreements.
  - Establish binding agreements between land managers and the full suite of regional capacities in anticipation of implementation efforts.
  - Identify implementation opportunities for recreation infrastructure and service gaps that will provide opportunities for third-party capacity through business expansion and job training in sustainable recreation, ecosystem services, and agritourism. This includes project planning and permitting and implementation of recreation infrastructure, including trails, restrooms, campsites, permittees, outfitters, guides, etc.

More Tactics and Potential Implementation Partners On Following Slide

DRAFT STRATEGY 1 (continued)

Establish access to recreation and tourism assets on public lands through binding partnership agreements between local authorities and federal, state, and utility land managers to enhance and maintain the region's world-class recreation economy.

SUGGESTED TACTICS

- **Collaborative Financing:** Identify and leverage innovative financing structures to diversify revenue streams for project implementation consistent with binding partnership agreements that will create local jobs in sustainable recreation jobs.
    - Monitor federal, tribal, state, and philanthropic funding resources for opportunities consistent with the binding partnership agreements to access capital and maintenance resources for the region's collaborative, sustainable outdoor recreation economy.
    - Consider private investment on public lands where TOT is driven – Rv Parks, campgrounds, boating infrastructure and rentals, etc.
    - Explore micro-loans program for entrepreneurs and local businesses for projects that impact the local economy

POTENTIAL IMPLEMENTATION PARTNERS

DMOs, Public Land Managers (State and Federal), Utility Land Managers, Local Chambers and VIsitor Organizations, Tribal Organizations, Other TBD

SUSTAINABLE RECREATION & TOURISM

DRAFT STRATEGY 2

Promote tourism for the region's recreation economy based on agreed-upon values of partners.

SUGGESTED TACTICS

- **Develop Visitor Management Plans:** Work with regional destination marketing organizations (DMOs) and regional collaborative governance partners to develop visitor management strategies.
- **Establish Regional Branding and Marketing:** Work with regional destination marketing organizations (DMOs) and regional collaborative governance partners to develop and promote regional tourism, including establishing regional branding, tourism itineraries, and destination and event promotion.
- **Coordinate Tourism with Federal, Tribal, State, and Utility Land Managers:** Engage federal, tribal, state, and utility land managers in new partnerships that result in appropriate increases in visitations to attractions on their landscapes.
- **Leverage Land Manager Policies that Encourage Recreation and Tourism:** Leverage the region's current visibility as the state's premier mountain playground to expand experiential and cultural tourism opportunities consistent with current and future land manager policies.
- **Build Regional Lifestyle and Business Brand Identity:** Identify opportunities to expand, attract, and retain recreation and tourism-supporting businesses that align with regional lifestyle/business branding, including gear and clothing manufacturers, outdoor guides, cultural tourism, agricultural businesses, artists, resort operations, gear shops, and high-altitude training centers, in coordination with regional collaborative governance as needed.

POTENTIAL IMPLEMENTATION PARTNERS

Public Agencies, Destination Marketing Organizations, Visit California, Local Chambers of Commerce, Tribal Organizations, Small Businesses, Land Owners/Manager

STRATEGY AREA:

SUSTAINABLE RECREATION & TOURISM

TARGET INDUSTRY 1

DRAFT STRATEGY 3

Diversify and leverage the region's recreation economy with tourism events, amenities, and attractions focused on the unique histories, arts, and cultures of the region's communities and establish new business opportunities in related industries.

SUGGESTED TACTICS

- **Elevate Unique Regional Identity:** Invest in tourism assets and amenities beyond outdoor recreation that increase the overall attractiveness and identity of the region as a destination, especially small businesses, arts/culture institutions and events, and local food systems and agritourism in coordination with regional collaborative governance as needed.
- **Disperse and expand visitation** to underutilized areas to discourage over-tourism, and other principals and values to encourage sustainable recreation.
- **Reinforce Regional Connection through Visitor Infrastructure:** Develop regionally consistent locally branded wayfinding programs to direct visitors to recreation and tourism amenities in coordination with regional collaborative governance as needed.
- **Develop Infrastructure to Support Regional Events:** Invest in traditional recreation infrastructure that supports attraction for regional sporting events and tournaments in coordination with regional collaborative governance as needed. Leverage these events to create year-round, high-quality employment for the tourist industry workers, many of whom have seasonal employment without benefits.

POTENTIAL IMPLEMENTATION PARTNERS

Local Arts Organizations, Main Street Programs, Small Businesses, Chambers of Commerce, Agriculture and Food-related Organizations, Other TBD

SUSTAINABLE RECREATION & TOURISM

DRAFT STRATEGY 4

Build resiliency in the recreation and tourism industries to withstand climate impacts and catastrophic events.

SUGGESTED TACTICS

- Explore a seven county climate vulnerability assessment, leveraging existing plans focused on tourism and recreation, to inform policy, governance and investment priorities.
- Build capacity for implementation and environmental monitoring of climate adaptation initiatives.
- Other TBD.

POTENTIAL IMPLEMENTATION PARTNERS

Sierra Business Council, Eastern Sierra Sustainable Recreation Partnership, Eastern Sierra Council on Governments, Visit California, Other partners TBD

NATURAL & WORKING LANDS

TARGET INDUSTRY 2

SUMMARY DEFINITION

The lands within our region that provide life sustaining resources such as biological diversity, clean air, clean water, food, and fiber. These lands play a critical role in climate mitigation, carbon storage, greenhouse gas reduction, community resilience, local economic development, recreational access and public health.

OUTCOME STATEMENTS

- Natural resources are restored and protected.
- Resilient landscapes support a productive economy.
- There is universal acceptance of ecological ecosystem valuation.

DRAFT STRATEGY 1

Restore forest and watershed ecological function to improve air, soil, and water quality through a systemic and holistic approach to forest and watershed management to improve climate resiliency.

SUGGESTED TACTICS

- Partner with surrounding regions on a multi-region circular bioeconomy strategy that promotes forest restoration and sustainable use of biomass resources and fosters innovation in bio-based products, wood utilization, and industries.
- Become a link between the Sierra region and the surrounding regions and the ability to bring products to market through further value-added activity in the Northern San Joaquin Valley.
- Promote biomass utilization from natural and working lands to utilize materials removed from the forest efficiently.
- Become the feedstock source for the surrounding region for value-added wood products that cannot be produced within the Sierra region.
- Develop regional capacity to participate in the planning and deployment of financing through both debt and equity to support larger private sector investments in wood utilization facilities and infrastructure.
- Do the maximum value-added development in the region and enable additional value-added activity in surrounding regions.
- Identify and conduct preliminary pre-project development analysis on likely sites for the development of wood utilization facilities.
- Participate in regional and statewide efforts to develop new markets for woody biomass, including market intervention to drive the pace and scale of forest treatment.
- Support the development of a regional biomass supply transportation infrastructure, including the development of processing, storage, and multimodal transportation hubs to support both local use and the export of materials for larger bioeconomy uses.
- Advocate for expanding the state definition of clean energy to include biomass, thereby incentivizing investment in biomass facilities and utilization of woody biomass for energy production.
- Secure equipment for contracted agencies completing forest management projects.

POTENTIAL IMPLEMENTATION PARTNERS

Biomass And Wood Products Industry Partners • Biomass Industry Partners • Energy Companies And Utilities • Environmental Organizations • Government Agencies Responsible For Energy Policy And Regulation • Labor • Private Investors • San Joaquin Valley - BEAM Circular • Workforce Development Boards

DRAFT STRATEGY 2 Develop and expand market-based mechanisms through policy and incentives to pay for protecting or restoring natural resources.

SUGGESTED TACTICS

- Increase capacity for private businesses operating in the natural and working lands sector by providing additional funding opportunities for equipment purchase and business development.
- Develop a climate-smart lands industry strategy associated with dedicated funding tied to each region, turning industries into market drivers to manage natural and working lands.
- Attract investments that pay for natural resource restoration and ecological functioning through market incentives such as:
  - Mitigation and Conservation banking
  - Establishing a water quality trading system for water quality credits
  - Utilizing carbon credits to facilitate forest restoration, increasing soil and above-ground carbon sequestration
  - Engaging in voluntary carbon markets, where corporations pay for carbon sequestration to offset emissions voluntary climate resilience activities.
  - Implementing payment programs for best management practices, such as the federal equip program and conservation reserve program (targeting grazers and farmers to improve conservation practices).
  - Introducing forest resilience bonds as a financial mechanism (e.g., Blue Forest), allowing downstream users who benefit from improved quality to pay for upstream restoration
  - Expanding voluntary climate resilience activities, building on the voluntary carbon market concept, to respond to emerging markets around corporate entities identifying in ESG policies how they impact climate and paying to offset elsewhere.

POTENTIAL IMPLEMENTATION PARTNERS

DRAFT STRATEGY 3

Develop a workforce, forest stewardship, and business development plan focused on natural and working lands management, including forest health, watershed health, and biodiversity specific to natural and working lands.

SUGGESTED TACTICS

- Establish a centralized hub for training sectors related to natural and working lands to streamline resources, reduce redundancy, and enhance collaboration among stakeholders, including tribes.
- Align workforce and training programs with industry needs by engaging industry stakeholders in curriculum development and facilitating work-based learning opportunities for students and job seekers.

POTENTIAL IMPLEMENTATION PARTNERS

American Logging Council • Bureau of Land Management • California Associate Loggers • California Department of Forestry and Fire Protection • Community Colleges With Forestry Programs • Educational Institutions Offering Forestry And Business Programs • Federal Land Management Agencies • Golden Sierra Workforce Development Board • Government Agencies Responsible For Forestry And Land Management • High Schools With Forestry Programs • Higher Education Institutions With Forestry Programs • Industry Associations In Forestry And Natural Resources • Kern/Inyo/Mono Workforce Development Board • Labor Organizations • Mother Lode Workforce Development Board • National Park Service • Private Forest Landowners And Industry Stakeholders • Small Business Development Centers • Trade Schools With Forestry Programs • Tribal Organizations And Community Groups • Tu Care • US Forest Service • Workforce Development Boards

CLEAN ENERGY & ENERGY RESILIENCE

TARGET INDUSTRY 3

SUMMARY DEFINITION

A target sector focused on increasing energy resilience, by focusing on localized and small energy grids that can reduce impacts from energy interruptions.

OUTCOME STATEMENTS

- Fossil fuel generation is replaced with more locally sourced clean energy to create quality jobs and increase energy resilience.
- Carbon-based energy sources have been replaced by renewable energy sources regionally.
- Create local backup solutions in the event of shutdowns.

DRAFT STRATEGY 1

Expand building decarbonization and energy efficiency implementation programs.

SUGGESTED TACTICS

- Adopt policies to ensure attractive, stable, and affordable electricity rates at the local level.
- Create a network of local governments, utilities, industry, and community-based organizations to promote building decarbonization.
- Create local opportunities for clean energy financing in the residential, commercial, and public sectors.
- Expand existing and create new energy efficiency programs to upgrade homes, businesses, and public sector buildings utilizing the building decarbonization loading order (building envelope, energy efficiency, space, water heating, appliances, and storage).
- Identify and pilot community-scale network microgrid systems on a priority basis based on critical infrastructure needs to generate, store, and supply renewable electricity to enable decarbonization, improve resilience, and reduce costs to residents and businesses.

POTENTIAL IMPLEMENTATION PARTNERS

California Energy Commission • California Public Utilities Commission • Community Colleges • Los Angeles Department of Water and Power • Organized Labor Training And Apprenticeship Programs • Pacific Gas & Electric Company • Regional Workforce Development Organizations • Rural Regional Energy Network-North • Southern California Edison • Special Districts

DRAFT STRATEGY 2 Establish a local zero-emissions vehicle infrastructure to enhance the resilience of the region.

SUGGESTED TACTICS

- Conduct workforce needs assessment among employers in industries that support the ZEV market. Use results of the needs assessment to build on existing career pathways to meet the identified needs across industries.
- Create a comprehensive charging and fueling strategy for a regional system, including both residential and fleet vehicle charging and fueling infrastructure.
- Develop a region-wide zero-emission vehicle readiness plan covering electric and hydrogen-fueled vehicles. The plan should anticipate infrastructure needs (power, restrooms, amenities) and the strategic placement of charging and fueling stations to complement existing and future land uses.
- Expand capacity to secure public and private funding to implement regional infrastructure.
- Integrate electric zero-emission vehicle charging and discharging opportunities into local microgrids.
- Streamline permitting, inspection, and licensing processes for zero-emission vehicles.
- Update building codes to accommodate zero-emission vehicles.

POTENTIAL IMPLEMENTATION PARTNERS

California Air Resources Board • California Department of Transportation • California Energy Commission • California Public Utilities Commission • Community Choice Aggregators • Employment Development Department-Employment Training Panel • Governor's Office Of Business And Economic Development • Local Air Districts • Los Angeles Department of Water and Power • Organized Labor Training And Apprenticeship Programs • Pacific Gas & Electric Company • Regional Workforce Development Organizations • Rural Regional Energy Network-North • Southern California Edison

DRAFT STRATEGY 3

Pursue the creation of hydrogen manufacturing facilities.

SUGGESTED TACTICS

- Coordinate development of hydrogen manufacturing with the Alliance for Renewable and Clean Hydrogen Energy Systems statewide hydrogen manufacturing effort funded by the US Department of Energy.
- Coordinate the following tactics with Strategy 5 in the Natural and Working Lands Sector to take advantage of woody biomass to hydrogen value chain.
- Coordinate the processing of materials for export to larger hydrogen manufacturing facilities with access to rail and port networks as part of a cross-regional bioeconomy strategy.
- Develop a public policy that incentivizes hydrogen manufacturing and enables early markets to facilitate scaling manufacturing to future needs.
- Pursue the development of small hydrogen manufacturing facilities utilizing biomass pyrolysis to accommodate local medium and heavy vehicle fleet conversion and the deployment of hydrogen fuel cells for deployment as part of local microgrids.

POTENTIAL IMPLEMENTATION PARTNERS

Arches H2 • California Energy Commission • California Public Utilities Commission • California State Building And Construction Trades Council • Governor's Office Of Business And Economic Development • Private-Sector Hydrogen Manufacturing Companies • University of California Division of Agriculture and Natural Resources • US Department of Energy

DRAFT STRATEGY 4 Leverage existing water infrastructure, including hydropower facilities, for community benefit and high-quality employment opportunities.

SUGGESTED TACTICS

- Establish Community Benefit Agreements for the relicensing of larger-scale hydro facilities such as San Pedro and New Melones, which are facilities with a capacity greater than 30MW.
- Further study of, and investment in, the installation of new micro hydro facilities on existing water infrastructure.
  - Micro-hydro allows for generating electricity from local water infrastructure, creating a new revenue source for water districts. The generated funds, potentially several million dollars annually, can be used for land restoration projects.
  - Opportunities exist to utilize the current flumes on the west slope, which transport water downstream for agricultural use.
- Retrofit existing facilities and upgrade equipment, such as turbines, to enhance earthquake safety and increase storage capacity.
  - Removing sediment from the facilities increases yield and water quality while reducing overall sediment. This method also leverages natural and working lands in the energy sector by improving forest health and conducting meadow restoration.
- Develop a multi-county readiness report on hydropower facilities to identify opportunities to remove or expand storage capacity.

POTENTIAL IMPLEMENTATION PARTNERS Other CA Jobs First Regions

DRAFT STRATEGY 5

Expand access to Community Choice Aggregation (CCA) and energy storage facilities in the region to sell reliable electricity for economic development and/or store for Public Safety Power Shut Off (PSPS) purposes.

SUGGESTED TACTICS

- Study the feasibility of creating local community choice aggregation programs covering the 7-county region.
- Use community choice aggregation power purchase agreements to incentivize local power generation and storage.
- Utilize the community choice aggregation business model to capture additional funding for energy efficiency through the CPUC election to administer public goods charge funding.
- Consider the sale of excess power to external markets through the California Independent System Operator.
- Link community choice aggregation to the existing and future local power supply by capturing existing power sources such as excess hydroelectric generation or linking new power sources such as bioenergy, micro-hydro, and hydrogen fuel cells.
- Study the costs and benefits of joining existing community choice aggregation programs to serve a portion of the region.

POTENTIAL IMPLEMENTATION PARTNERS

County And Local Government Through Existing And Future Joint Powers Agreements • East Bay Municipal Utility District • Los Angeles Department of Water and Power • Modesto Irrigation District • Pacific Gas & Electric Company • Rural Regional Energy Network-North • Southern California Edison • Turlock Irrigation District • Western Power Administration

SUSTAINABLE AGRICULTURE & FOOD SYSTEMS

TARGET INDUSTRY 4

SUMMARY DEFINITION

A target sector focused on building out the local and regional food supply, expanding regenerative agriculture, and making the best use of limited land and resources.

OUTCOME STATEMENTS

- Agricultural and ranch lands are profitable and economically viable.
- Nonrenewable resources, on-farm resources, and natural biological cycles and controls are integrated where appropriate.

SUSTAINABLE AGRICULTURE & FOOD SYSTEMS

DRAFT STRATEGY 1 Partner with willing farmers and ranchers to protect existing agricultural and ranch lands.

SUGGESTED TACTICS

- Develop and enhance plans by engaging the whole community in a comprehensive visioning and branding process. This involves gathering input from diverse community members to ensure that the plans reflect the collective values and vision for the future.
- Collaborate and form partnerships with established land trusts and local ranchers to develop and implement sustainable land use practices that support continued agricultural production while also preserving natural habitats and wildlife. This can involve creating conservation easements, implementing grazing management plans, and exploring innovative approaches to sustainable agriculture.

POTENTIAL IMPLEMENTATION PARTNERS Land Trusts • Ranchers • Tribal

SUSTAINABLE AGRICULTURE & FOOD SYSTEMS

DRAFT STRATEGY 2

Partner with public landowners to expand agricultural production and grazing activities.

SUGGESTED TACTICS

- Streamline the procedures for establishing sublease agreements with public landowners and current leaseholders to foster efficient land utilization and resource management.
- Explore options to reduce impediments to FDA approval.
- Advocate to decrease regulations for local producers.
- Explore potential for agriculture to have positive climate mitigation co-benefits for landscape restoration.

POTENTIAL IMPLEMENTATION PARTNERS

Public land owners, Land Trusts, UC Davis Ag Extension, Other TBD

SUSTAINABLE AGRICULTURE & FOOD SYSTEMS

DRAFT STRATEGY 3

Work with farmers and ranchers to diversify income streams by developing value-added products, earning revenue for climate resilience, and creating agritourism opportunities.

SUGGESTED TACTICS

- Conduct needs assessments, provide technical assistance, and facilitate connections with local resources and markets to develop and implement localized production systems that are tailored to the specific needs and capabilities of the community.
- Develop plans and projects to enhance economic diversification, such as agritourism, value-added products, new crops, livestock, infrastructure, and education, to mitigate the impacts of disasters and climate change on business and productive lands.
- Create agritourism products, tours and immersive experiences that showcase the region's diverse agricultural offerings, highlight the cultivation and production processes and offer visitors a behind-the-scenes understanding of the region's agricultural heritage and practices.
- Facilitate an increase in the overall land inventory for agricultural activities by identifying opportunities and exploring options such as land acquisition, leasing, or implementing sustainable land management practices to optimize the use of existing land resources.

POTENTIAL IMPLEMENTATION PARTNERS

Eastern Sierra Council of Governments • Resource Conservation District • University Of California Division Of Agriculture And Natural Resources

DRAFT STRATEGY 4

Increase consumption of locally produced food and agricultural products.

SUGGESTED TACTICS

- Create a strong and consistent brand identity for specific products and the region to connect with locals and visitors.
- Establish local production systems by setting up infrastructure and processes, e.g. implementing mobile meat processing units.
- Expand access to locally produced food and agricultural products to ensure grocery stores and restaurants have increased availability.
- Launch agritourism initiatives that showcase local farms and agricultural practices and develop new and innovative agricultural products, taking inspiration from the successful model implemented in Jackson, Wyoming.

POTENTIAL IMPLEMENTATION PARTNERS

TBD

SUSTAINABLE AGRICULTURE & FOOD SYSTEMS

DRAFT STRATEGY 5

Create clear pathways into high-quality agricultural jobs.

SUGGESTED TACTICS

- Address succession planning for agricultural production to ensure the sustainability and continuation of farming operations.
- Create accessible training programs to support entrepreneurs in starting and managing agricultural operations.
- Develop an AgTech Center for Excellence focused on integrating advanced agricultural technologies within high schools and community colleges, with the long-term goal of fostering collaboration with the UC/Cal state system.
- Establish a food sovereignty program aimed at utilizing more land for the purpose of sustainable food production to enhance food security and resiliency within the community.
- Identify and develop workforce development pathways through regional internships to provide practical training and experience to individuals interested in agricultural careers.
- Identify public-private partnerships to determine opportunities for collaboration in the agriculture sector.
- Increase investment in training and workforce development to build a robust pipeline of skilled labor to support the agricultural industry's evolving needs.
- Partner with organizations to establish apprenticeship programs, such as 4H programs and FFA, to provide hands-on learning experiences in agriculture-related fields.

POTENTIAL IMPLEMENTATION PARTNERS

4-H • Community Colleges • Future Farmers of America • High Schools • Tribal Organizations • University Of California Davis Extension Program

COMMUNITY HEALTHCARE

TARGET
INDUSTRY 5

SUMMARY DEFINITION

A target sector focused on ensuring the region has sufficient healthcare resources, including facilities, providers, and services.

COMMUNITY HEALTHCARE

OUTCOME STATEMENTS

- Residents have access to training that leads to local high-quality healthcare jobs.
- Residents have access to comprehensive, affordable, quality healthcare services.

COMMUNITY HEALTHCARE

DRAFT STRATEGY 1

Create upskilling and upward mobility pathways for local workers to move into high-wage healthcare jobs, lowering dependency on out-of-area workers.

SUGGESTED TACTICS

- Expand community college offerings to include nursing and healthcare certification programs to meet the growing demand for healthcare workers.
- Expand and expedite educational offerings related to a broad spectrum of healthcare careers.
- Establish high school career technical education pathways focusing on healthcare professions to provide early exposure and training opportunities.
- Identify and develop talent pipelines and foster partnerships between the healthcare industry and secondary schools.
- Incentivize healthcare worker certification programs to attract more individuals to pursue careers in healthcare.

POTENTIAL IMPLEMENTATION PARTNERS

Certification Program Providers • Community Colleges • Healthcare Industry Partners • High Schools • Workforce Development Boards

COMMUNITY HEALTHCARE

DRAFT STRATEGY 2

Develop a shared rural California advocacy campaign to increase funding for and access to rural healthcare that increases available healthcare.

SUGGESTED TACTICS

- Collaborate with partners to raise awareness and provide education within communities about health prevention and promotion programs, wellness initiatives, and outdoor exercise activities.
- Evaluate mental health challenges faced by students in schools and work with educators, counselors, and mental health professionals to develop comprehensive strategies for addressing these needs within the school environment.
- Identify gaps in healthcare needs by county and subregion, such as limited access to long-term care facilities, comprehensive reproductive health, and behavioral health services.
- Plan and implement a public health campaign to enhance healthcare accessibility in the region.

POTENTIAL IMPLEMENTATION PARTNERS

Community Health Organizations • Healthcare Providers And Facilities • Local Government Agencies Responsible For Healthcare Access • Mobile Health Service Providers • Planned Parenthood National • Telehealth Service Providers

COMMUNITY HEALTHCARE

DRAFT STRATEGY 3

Address facility shortages by using cost-saving models like shared resources, collaborative agreements between healthcare providers, mobile health promoting co-location, or creative facility use, such as using a high school at night for a community college training program.

SUGGESTED TACTICS

- Develop specific partnerships for access to highly specialized care needs, such as cancer and behavioral health.
- Establish JPAs and MOUs to promote collaboration between counties and healthcare facilities, with a focus on improving mental health services and sharing resources for regional specialty care to ensure patient access to necessary care.
- Expand mobile health and support services to reach underserved rural areas and populations with limited access to healthcare facilities, particularly on the Eastside.
- Explore the benefits and challenges of integrating tribal cultural practices into modern healthcare and how traditional knowledge can best serve diverse community needs in mainstream healthcare.
- Identify philanthropic or public funding to build and sustain innovative collaboration amongst service providers.

POTENTIAL IMPLEMENTATION PARTNERS

Family Resource Centers • Healthcare Providers • Nonprofit Entities • Regional Healthcare Associations • Specialty Care Clinics • Tribal Healthcare Organizations

APPENDIX

CA JOBS FIRST GLOSSARY OF TERMS

Sustainability: A concept that emphasizes three pillars of equity, environment, and economy. It focuses on equitable economic development that is self-sustaining and aims at a carbon-neutral economy addressing the needs of diverse communities including disinvested communities. Sustainable approaches should decrease reliance on fossil fuels and increase water and/ or energy efficiency.

High Road: "A set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) improve job quality and job access, including for women and people from underserved and underrepresented populations; (2) meet the skill and profitability needs of employers; (3) meet the economic, social, and environmental needs of the community.

- High Quality Jobs: Job quality varies across industry, occupation, and region. Indicators of high quality jobs include family-sustaining wages, clearly defined routes to advancement into higher wage jobs, benefits (like paid sick and vacation), adequate hours and predictable schedules, access to training, occupational health and safety, worker representation or right to organize, and no employer or subcontractor record of wage theft or other violations of labor law. High quality jobs bring sustainable income to the region.

Resilience: Through a triple-bottom-line approach that simultaneously elevates the economic, environmental and community needs of this region, Sierra Jobs First prioritizes supporting strong local economies and small businesses, increasing regional resilience to the consequences of climate change, and addressing rural issues in the Sierra.

CA JOBS FIRST GLOSSARY OF TERMS

Disinvested Communities: CERF defines 'disinvested communities' as:

- Census tracts identified as 'disadvantaged' by the California Environmental Protection Agency; or
- Census tracts with median household incomes at or below 80 percent of the statewide median income or with the median household incomes at or below the threshold designated as low-income by the Department of Housing and Community Development's list of state income limits adopted pursuant to Section 50093 of the California Health and Safety Code; or
- 'High poverty area' and 'High unemployment area' as designated by the California Governor's Office of Business and Economic Development California Competes Tax Credit Program; or
- California Native American tribes as defined by the list maintained by the Native American Heritage Commission.

Capacity Building: The process of strengthening local coordination, leadership, knowledge, skills, expertise, and access to resources in communities with the goal of helping to develop or increase the ability of that community to organize or access inclusive economic planning efforts, access funds, or implement projects in the future. Capacity building activities include, but are not limited to, identifying and planning for economic transitions in a given region and the tools and resources to plan inclusively for a region's economic future.

CA JOBS FIRST
GLOSSARY OF TERMS

Equity: Prioritizing equity requires identifying how the benefits and burdens of economic development, regional planning, and other relevant processes are distributed in and across communities. Equity includes "leveling the playing field" by identifying and remediating systemic barriers facing specific groups. It requires identifying present-day disparities and confronting the planning, development, and decision-making processes that keep existing barriers in place and perpetuate historical injustices. For CERF, equity means that CERF Regions share the benefits and burdens of the CERF Phase 1 process across all affected communities, both urban and rural, with targeted efforts to reach historically excluded populations and members of disinvested communities. Identifying constituent aspects of equity can help focus efforts to achieve better outcomes.

- **Economic Equity:** All people of the state regardless of race, gender, or nativity, can contribute to and access the opportunities of a strong, resilient economy.
- **Environmental Equity:** All people of the state have equal protection from the impacts of environmental degradation and climate change and equal access to natural resources and recreation opportunities in a clean, healthy environment.
- **Health Equity:** All people of the state have full and equal access to opportunities that enable them to lead healthy lives. Focusing efforts on achieving health equity can lead to significant progress in addressing the impacts of climate change, economic disruptions, and other aspects of economic recovery and transition.

TERMINOLOGY

What's a strategy, anyway? And how's that different from a goal?

Understanding and aligning on the framework and structure of our strategic plan is crucial for ensuring that we move forward together as a cohesive and inclusive community. By being on the same page, we can collectively harness our strengths, address our challenges, and work towards a shared vision of a prosperous and resilient region. This collaborative approach ensures that everyone's voice is heard, and all contributions are valued, making our plan stronger and more effective.

Phrase	Example	What does this mean in the context of this project?
Vision	A resilient economy that supports equitable opportunities for generations to come	Brief proclamations that convey ideal future with beliefs and governing principles of an organization to the stakeholders Content that communicates the ideal conditions for the community—how things would look if the issues were perfectly addressed
Mission	• We overcome obstacles to build strong, diverse communities where everyone has a voice. • We support sustainable economic solutions that create good-paying jobs and prosperity for all. • We advance projects and policies to protect our ecosystems and reach a climate-forward future.	A concrete statement of purpose that defines what the organization does, for whom it does it, and the core values that guide its operations. This mission statement elaborates on the vision by specifying the company's activities, target audience, and core values. Describes what the group is going to do, and why it's going to do that. The mission might refer to a problem, such as inadequate housing, or a goal, such as providing access to health care for everyone
Goals	• More quality jobs that prioritize fair access and opportunity for all • More resources for the people, places industries, and infrastructure that need it most • More resilient communities ready to recover from economic shocks and natural disasters • More development and economic opportunities to engage the emerging workforce	Goals should guide the direction for the strategic choices. The goals of an organization answer the question, "what must we accomplish?" in terms of critical targets.

Phrase	Example	What does this mean in the context of this project?
Outcome	All community members can access the education and training they need to prepare for and attain thriving-wage jobs in the region's Target Industry Areas.	Outcomes are statements of the quality of life conditions of well-being that we want for the community as a whole that are specific to strategy areas.
Indicator	Provide access to skill enhancement programs for a specific percentage of the workforce by a specific date, aiming for at least a minimum percentage of participants to complete training in advanced manufacturing, renewable energy, or healthcare sectors.	Indicators are quantifiable measures which enable decision-makers to assess progress towards achievement of intended outputs, outcomes, goals, or objectives. They always specify time frames and are expressed in measurable terms.
Strategy	Expand post-secondary program opportunities and access with defined pathways for Sierra region residents.	Explanations and descriptions of specific choices of resource use that focus an organization's plans toward accomplishing the desired Outcomes and Goals
Tactic	Create apprenticeships for plumbers, sheet metal workers, roofers, electricians, heavy equipment operators/mechanics, woodworkers, etc.	The specific actions, tools, resources and how they will be used to achieve the goals, objectives and strategies.

STAFF REPORT

To: ESCOG Joint Powers Authority

From: Elaine Kabala, ESCOG Staff

Subject: Executive Director Report

Meeting date: June 26, 2024

Prepared on: June 19, 2024

Attachments: None

Eastern Sierra Pace and Scale Accelerator:

- Staff has collaborated with Whitebark to develop a contract amendment with CDFW to expand the environmental review into the Mono Basin using unspent funds and extend the project timeline to 2027. The contract amendment is under consideration by CDFW.
- Met with Whitebark staff to discuss improvement of administrative processes for grant administration and preparation for task transitions to ESCOG administrative support using additional capacity provided by Kate Morley.
- The project team has continued to identify opportunities for workforce development for project implementation, including:
    - Ongoing participation in the California Jobs Initiative
    - Ongoing communications on California Conservation Corp, Residential and Research Center feasibility in Owens Valley that could serve as housing and training for forest restoration activities
    - Coordination with Tribal Chairpersons to move forward workforce development goals and identify avenues for training opportunities
    - Collaboration with Southern California Edison on Infrastructure Investment and Jobs Act funding application for regional workforce benefit, and coordination with Cerro Coso Community College's Sustainable Recreation and Forestry Leadership Program.
- The Environmental Assessment has been noticed by the Inyo National Forest. The objection start period began on May 30, 2024, with an estimated decision date of November 1, 2024. The Inyo National Forest notice and Environmental Assessment documents can be found on the Forest Service Project Website: https://www.fs.usda.gov/project/?project=61827.

Towns-to-Trails:

- Staff solicited feedback on the draft alignment from Tribal, local, state and federal land management partners to identify resource concerns and gaps in the proposed

alignment. Alta Planning and Design incorporated the comments received from agencies into a refined alignment.

- In partnership with Alta Planning and Design and Mammoth Lakes Trails and Public Access Foundation, staff held public workshops in Alpine, Mono and Inyo Counties the week of June 10th to gather public feedback on the proposed alignment.
- Staff will consolidate the input received into a final proposed alignment. Based on multiple physical and policy constraints, it is evident there is not an alignment of existing infrastructure that can be implemented as a formalized trail network upon completion of the planning process. Additional agency approvals and potential environmental reviews will be required for full implementation.
- Next steps:
    - Alta Planning and Design will incorporate feedback into a final alignment with targeted input from agency partners.
    - Alta Planning and Design will prepare a planning document that includes a project description, a proposed alignment, reference to other regional trail planning efforts, and identification of gaps and next steps.

California Jobs First Initiative:

- Staff is convening a monthly regional economic development staff roundtable to discuss project and priorities to inform CEDS and California Jobs First plan development and implementation.
- Staff assisted in materials and logistics preparation and facilitation for the April 25th & 26th Collaborative retreat in Tahoe.
- Staff assisted with consolidation of collaborative input received to draft the Sierra Jobs First Strategic Plan.
- Staff assisted SBC with the preparation, logistics, facilitation, and data analysis for community workshops held in Mammoth (2), Bishop, Lone Pine, Hope Valley and Bridgeport.
- Staff assisted SBC with the preparation, logistics, facilitation, and data analysis for industry sector workshops held virtually for Agriculture and Food Systems in partnership with UC Agriculture and Natural Resources and Sustainable Recreation and Tourism held in partnership with Mammoth Lakes Trails and Public Access Foundation.
- Staff assisted SBC with coordinating presentations for the Mono County of Supervisors, Inyo County Board of Supervisors, Town of Mammoth Lakes, and City of Bishop.

ESCOG Administration:

- Staff has onboarded administrative assistance to support the California Jobs First Initiative and Eastern Sierra Pace and Scale Accelerator projects.
- Staff has been participating on the Visit California Regional Advisory Board to inform the Tourism Strategic Plan for the High Sierra region and providing materials as needed.
- Staff is coordinating with member agency leadership to provide regular Board updates as needed.
- Staff met with Regional Leadership and staff to discuss interest in coordination of a Eastern Sierra Regional Housing Needs Assessment per the requests of several member agency officials. Staff is working to draft desired outcomes and a potential scope of work for future consideration.
- Staff was invited to attend the California Trails and Greenways Project to provide a presentation on the Towns-to-Trails project and regional collaboration.

- Staff was invited to provide a presentation to CalOES on regional collaborative work to support inter-jurisdictional community readiness.
- Staff was invited to provide presentations of the Buttermilk Infrastructure and Recreation Initiative and Towns-to-Trails work to the Sierra Nevada Conservancy during the field tour portion of their Board meeting in Inyo County. Other presentations focused on wildfire resiliency work being advanced in Inyo County under the capacity established by the Eastern Sierra Pace and Scale Accelerator and Calfire Wildfire Coordinator grants.
- Ongoing grant administration and reporting for the CDFW Proposition 1 grant, Sierra Nevada Conservancy Vibrant Tourism grant, and California Jobs First Initiative.