



# **BOARD OF DIRECTORS OF THE EASTERN SIERRA TRANSIT AUTHORITY**

Regular Meeting  
Wednesday June 29, 2016  
City of Bishop Council Chambers  
301 West Line St  
Bishop, California  
2:00 p.m.

Note: In compliance with the Americans with Disabilities Act, if an individual requires special assistance to participate in this meeting, please contact Eastern Sierra Transit at (760) 872-1901 ext. 15 or 800-922-1930. Notification 48 hours prior to the meeting will enable the Authority to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 13.102-35.104 ADA Title II)

- |   | <b>DISPOSITION</b> |
|---|--------------------|
| <b>1. CALL TO ORDER</b>   |                    |
| <b>2. PLEDGE OF ALLEGIANCE</b>  |                    |
| <b>3. ROLL CALL</b>   |                    |
| <b>4. PUBLIC COMMENT</b>  | INFORMATION        |
| <b>5. APPROVAL OF MINUTES:</b> Regular meeting of May 20, 2016  | ACTION             |
| <b>6. OPERATIONS REPORT:</b><br>May 2016  | RECEIVE AND FILE   |
| <b>7. FINANCIAL REPORT</b><br>FY 2015/16 report for the period ending June 24, 2016   | RECEIVE AND FILE   |
| <b>8. MAMMOTH EXPRESS FARE REDUCTION</b><br>Staff recommendation: Approve an approximate 50% reduction in the price of multi-ride 10-Punch passes on the Mammoth Express routes to be effective for FY 2016/17. | ACTION             |

**9. FISCAL YEAR 2016/17 BUDGET** ACTION  
Staff recommendation: Approve and authorize the FY 2016/17 Eastern Sierra Transit Authority Operating and Capital Budget.

**10. LOWER MAIN STREET SIDEWALK PROJECT – TOWN OF MAMMOTH LAKES** ACTION  
Staff recommendation: Board direction is sought regarding a request for a letter of support regarding the Lower Main Street Sidewalk Project in the Town of Mammoth Lakes.

**11. TOWN OF MAMMOTH LAKES - SERVICE PARTNERS (NGO's) STRATEGIC ALIGNMENT PROJECT FINAL REPORT** INFORMATION  
The Town of Mammoth Lakes – NGO Strategic Alignment Final Report is presented for the Board's information.

**12. REPORTS** INFORMATION  
a. Board Members  
b. Executive Director

**13. FUTURE AGENDA ITEMS**

**14. CLOSED SESSION** DISCUSSION/POSSIBLE ACTION  
Conference with Labor Negotiators. (Pursuant to Government Code Section 54957.6) – Authority designated representatives; John Helm, John Vallejo, Jim Tatum. Bargaining Group; ESTA-EEA.

**15. ADJOURNMENT** ACTION  
The next regular meeting will be scheduled for July 15, 2016 in the Town of Mammoth Lakes.

# EASTERN SIERRA TRANSIT AUTHORITY

## Minutes of Friday May 20, 2016 Regular Meeting

The Board of Directors of the Eastern Sierra Transit Authority met at 10:00a.m. on Friday May 20, 2016 at the Town of Mammoth Lakes Council Chambers Mammoth Lakes, California. The following members were present: Jo Bacon, Jeff Griffiths, Mark Tillemans, Joe Pecsí and Kirk Stapp. Directors Karen Schwartz, Michael Raimondo and Tim Alpers were absent. Director Stapp led the pledge of allegiance.

New ESTA Director	The Board welcomed Kirk Stapp, recently appointed by the Mono County Board of Supervisors to serve as an ESTA Director.
Public Comment	The Chairperson opened the public comment period at 10:05a.m. There was no one from the public wishing to address the Board. Public comment was closed.
Employee of the Quarter	Mr. Helm announced that Ray Sewing was selected as the Employee of the Quarter for the first quarter 2016.
Approval of Minutes	Moved by Director Tillemans and seconded by Director Griffiths to approve the minutes of the regular meeting of April 15, 2016. Motion carried 4-0, with Director Stapp abstaining and with Directors Schwartz, Raimondo and Alpers absent.
Reds Meadow Road Rehabilitation Funding	<p>Mr. Helm reported the U.S. Forest Service and Federal Highways Administration were awarded a planning grant in 2014 to address rehabilitation of the road providing access to the Reds Meadow Valley. A major obstacle to implementation of any of the proposed options for improvements to the roadway is an ongoing maintenance plan and funding for the maintenance of the new, improved road.</p> <p>The Board directed staff to continue to explore the options regarding possible involvement in helping to fund maintenance of the Reds Meadow road through fare revenues from the Reds Meadow Shuttle.</p>
2016 Special Use Permit – Reds Meadow Shuttle	Moved by Director Griffiths and seconded by Director Pecsí to approve the Special Use Permit from the U.S. Forest Service for the operation of the 2016 Reds Meadow Shuttle service, and

	authorized the Executive Director to execute all required documents for the Permit. Motion carried 5-0 with Directors Schwartz, Raimondo and Alpers absent.
Financial Report	<p>a. Mr. Helm presented the FY2015/16 Financial Report for the period ending May 17, 2016.</p> <p>b. Mr. Helm presented the year-end projection for the fiscal year 2015/16.</p>
Operations Report	Mr. Helm presented the Operations Report for the month of April 2016.
Board Member Reports	Director Bacon reported this is possibly her last meeting serving on the ESTA Board, as she is not running for re-election this year.
Executive Director Report	Mr. Helm reported this is the first meeting streaming live on Granicus. The video archive will be on the ESTA website.
Closed Session	Open session was recessed at 11:04a.m. to convene in closed session with all Board Members present except Directors Schwartz, Raimondo and Alpers to consider Agenda Item #14 Conference with Labor Negotiators. (Pursuant to Government Code Section 54957.6) – Authority designated representative; John Helm. Bargaining Group; ESTA-EEA.
Report on Closed Session	Closed session was recessed at 11:32a.m. to reconvene in open session with all Board Members present except Directors Schwartz, Raimondo and Alpers. There were no items discussed in closed session, which were required by law to be reported on in open session.
Adjournment	The Chairperson adjourned the meeting at 11:32a.m. The next regular meeting of the Eastern Sierra Transit Authority Board of Directors is scheduled for June 17, 2016 in the City of Bishop.

Recorded & Prepared by:

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Susan Distel  
Board Clerk  
Eastern Sierra Transit Authority

Minutes approved:

## MONTHLY REPORT

MAY 2016

	May-16	Apr-16	Percent Change	May-15	Percent Change
<b>PASSENGERS</b>					
Adult	20,212	52,383	-61.4%	25,000	-19.2%
Senior	2,005	1,811	10.7%	1,504	33.3%
Disabled	978	961	1.8%	1,117	-12.4%
Wheelchair	427	381	12.1%	401	6.5%
Child	6,089	8,380	-27.3%	7,209	-15.5%
Child under 5	392	250	56.8%	444	-11.7%
<b>Total Passengers</b>	30,103	64,166	-53.1%	35,675	-15.6%
<b>FARES</b>	\$31,647.50	\$30,987.82	2.1%	\$47,210.70	-33.0%
<b>SERVICE MILES</b>	58,322	75,347	-22.6%	60,445	-3.5%
<b>SERVICE HOURS</b>	3,239	4,650	-30.3%	3,550	-8.7%
<b>PASSENGERS PER HOUR</b>	9.29	13.80	-32.7%	10.05	-7.5%

## RIDERSHIP COMPARISON

REPORT MONTH - THIS YEAR/LAST YEAR					FISCAL YEAR TO DATE		
Route	May-16	May-15	Variance	% Change	FY 15/16	FY 14/15	% Change
Mammoth Express	333	198	135	68.2%	3,660	2,680	36.6%
Lone Pine to Bishop	390	378	12	3.2%	3,726	3,987	-6.5%
Lone Pine DAR	340	276	64	23.2%	2,941	3,297	-10.8%
Tecopa	2	4	-2	-50.0%	120	143	-16.1%
Walker DAR	219	188	31	16.5%	2,261	1,774	27.5%
Bridgeport to G'Ville	26	50	-24	-48.0%	424	495	-14.3%
Benton to Bishop	24	75	-51	-68.0%	315	971	-67.6%
Bishop DAR	3,504	3,142	362	11.5%	38,038	36,218	5.0%
Nite Rider	365	493	-128	-26.0%	3,761	3,829	-1.8%
Mammoth FR	22,556	19,061	3,495	18.3%	357,565	330,131	8.3%
Mammoth DAR	270	243	27	11.1%	2,811	2,585	8.7%
Reno	436	424	12	2.8%	5,425	4,709	15.2%
Lancaster	367	366	1	0.3%	4,155	4,432	-6.3%
Reds Meadow	0	6,414	-6,414	-100.0%	141,892	136,017	4.3%
MMSA	742	3,949	-3,207	-81.2%	489,117	355,609	37.5%
<b>TOTALS</b>	<b>30,103</b>	<b>35,675</b>	<b>-5,572</b>	<b>-15.6%</b>	<b>1,058,627</b>	<b>889,681</b>	<b>19.0%</b>

## PASSENGERS PER SERVICE HOUR

REPORT MONTH - THIS YEAR/LAST YEAR				PAX MILES/ SVC HOUR	FISCAL YEAR TO DATE		
Route	May-16	May-15	% Change		FY 15/16	FY 14/15	% Change
Mammoth Express	3.44	3.24	6.1%		2.86	3.47	-17.7%
Lone Pine to Bishop	3.56	3.55	0.4%		3.00	3.23	-6.9%
Lone Pine DAR	2.31	1.97	17.3%		1.83	2.07	-11.3%
Tecopa	0.40	0.73	-45.0%		1.04	1.34	-22.3%
Walker DAR	1.84	1.67	10.2%		1.64	1.29	26.9%
Bridgeport to G'Ville	1.29	1.83	-29.2%		1.47	1.67	-11.9%
Benton to Bishop	2.05	4.26	-52.0%		2.20	4.75	-53.8%
Bishop DAR	4.30	3.79	13.3%		4.00	3.95	1.2%
Nite Rider	4.77	5.98	-20.2%		5.00	5.10	-2.0%
Mammoth FR	18.79	16.46	14.2%		24.68	23.14	6.6%
Mammoth DAR	1.36	1.35	1.0%		1.35	1.30	3.1%
Reno	2.05	2.05	0.1%	218.82	2.22	2.00	11.3%
Lancaster	2.98	2.83	5.3%	313.43	2.84	2.95	-3.7%
Reds Meadow	N/A	32.53	N/A		34.22	33.24	3.0%
MMSA	23.21	16.59	39.9%		45.42	41.19	10.3%
<b>Total</b>	<b>9.29</b>	<b>10.05</b>	<b>-7.5%</b>		<b>20.38</b>	<b>18.40</b>	<b>10.8%</b>

Route	Fares	Adults	Snr	Dis	W/C	Child	Free	Total Pax	Yd Hrs	Svc Hours	Yd Mi	SVC MILES	AVG FARE	REV/SVC MILE	PAX / SVC HR	MI / SVC HR	PAX / SVC MI
May-16																	
Mammoth Express	\$1,903.00	258	28	7	1	14	25	333	128	97	4,796	4,643	5.71	.41	3.44	49.5	0.07
Lone Pine to Bishop	\$2,031.00	275	59	26	9	10	11	390	126	110	5,026	4,888	5.21	.42	3.56	45.9	0.08
Lone Pine DAR	\$874.80	23	184	56	14	61	2	340	147	147	1,679	1,676	2.57	.52	2.31	11.4	0.20
Tecopa	\$10.00	0	2	0	0	0	0	2	5	5	87	87	5.00	.11	.40	17.4	0.02
Walker DAR	\$599.70	0	33	185	0	1	0	219	125	119	1,168	1,031	2.74	.58	1.84	9.8	0.21
Bridgeport to G'Ville	\$211.00	6	20	0	0	0	0	26	24	20	654	447	8.12	.47	1.29	32.6	0.06
Benton to Bishop	\$114.00	8	5	6	0	0	5	24	26	12	1,171	535	4.75	.21	2.05	99.8	0.04
Specials	\$0.00	0	0	0	0	0	0	0	4	4	40	37	#DIV/0!	.00	.00	10.0	0.00
Bishop DAR	\$7,661.55	958	1,240	563	373	131	239	3,504	925	815	10,228	9,239	2.19	.83	4.30	12.6	0.38
Mule Days	\$412.50	248	225	1	0	42	13	529	75	69	719	659	.78	.63	7.63	10.4	0.80
Nite Rider	\$1,435.20	269	30	30	28	0	8	365	79	77	1,154	1,106	3.93	1.30	4.77	15.1	0.33
Mammoth FR	\$0.00	16,813	0	1	0	5,742	0	22,556	1,235	1,200	18,186	17,696	N/A	N/A	18.79	15.2	1.27
Mammoth DAR	\$570.00	124	37	28	1	12	68	270	202	198	820	738	2.11	.77	1.36	4.1	0.37
Reno	\$10,020.50	280	92	42	1	18	3	436	236	212	9,532	9,171	22.98	1.09	2.05	44.9	0.05
Lancaster	\$5,804.25	263	50	33	0	3	18	367	135	123	6,050	5,917	15.82	.98	2.98	49.1	0.06
Reds Meadow	\$0.00	0	0	0	0	0	0	0	0	0	0	0	N/A	N/A	N/A	N/A	N/A
MMSA	\$0.00	687	0	0	0	55	0	742	34	32	471	452	N/A	N/A	23.21	14.7	1.64
Total	\$31,647.50	20,212	2,005	978	427	6,089	392	30,103	3,505	3,239	61,781	58,322	1.05	.54	9.29	19.1	0.52
May-15																	
Mammoth Express	\$1,072.00	133	31	8	0	11	15	198	85	61	2,787	2,700	5.41	.40	3.24	45.6	0.07
Lone Pine to Bishop	\$1,885.00	264	46	51	3	10	4	378	125	107	4,825	4,684	4.99	.40	3.55	45.3	0.08
Lone Pine DAR	\$676.20	35	78	48	31	84	0	276	147	140	1,188	1,188	2.45	.57	1.97	8.5	0.23
Tecopa	\$20.00	0	2	2	0	0	0	4	6	6	93	93	5.00	.22	.73	16.9	0.04
Walker DAR	\$482.40	0	12	176	0	0	0	188	120	113	910	785	2.57	.61	1.67	8.1	0.24
Bridgeport to G'Ville	\$354.60	8	42	0	0	0	0	50	32	27	883	618	7.09	.57	1.83	32.3	0.08
Benton to Bishop	\$385.80	40	3	24	0	4	4	75	36	18	1,410	751	5.14	.51	4.26	80.0	0.10
Specials	\$0.00	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Bishop DAR	\$6,966.40	777	977	626	338	225	199	3,142	894	828	9,400	8,614	2.22	.81	3.79	11.4	0.36
Mule Days	\$307.05	254	133	4	0	21	2	414	63	59	597	550	.74	.56	7.03	10.1	0.75
Nite Rider	\$1,900.20	353	40	49	26	4	21	493	84	83	1,296	1,296	3.85	1.47	5.98	15.7	0.38
Mammoth FR	\$0.00	13,678	0	3	0	5,380	0	19,061	1,194	1,158	18,018	17,554	N/A	N/A	16.46	15.6	1.09
Mammoth DAR	\$585.80	120	20	60	0	0	43	243	183	180	911	852	2.41	.69	1.35	5.1	0.29
Reno	\$8,883.50	316	50	30	3	23	2	424	229	207	9,171	8,864	20.95	1.00	2.05	44.4	0.05
Lancaster	\$5,352.75	242	70	36	0	7	11	366	147	129	6,109	5,996	14.63	.89	2.83	47.2	0.06
Reds Meadow	\$18,339.00	5,231	0	0	0	1,040	143	6,414	218	197	2,874	2,542	2.86	7.21	32.53	14.6	2.52
MMSA	\$0.00	3,549	0	0	0	400	0	3,949	250	238	3,524	3,358	N/A	N/A	16.59	14.8	1.18
Total	\$47,210.70	25,000	1,504	1,117	401	7,209	444	35,675	3,813	3,550	63,996	60,445	1.32	.78	10.05	18.0	0.59

VARIANCE BY ROUTE (RAW NUMBERS) – May 2016 to May 2015

ROUTES	FARES	ADULTS	SNR	DIS	W/C	CHILD	FREE	TOTAL PAX	YD HOURS	SVC HOURS	YD MILES	SVC MILES	AVG FARE	REV/SVC MILE	PAX / SVC HR	MI / SVC HR	PAX / SVC MI
Mammoth Express	\$831.00	125	-3	-1	1	3	10	135	43	36	2009	1943	0.30	0.01	0.20	3.90	0.00
Lone Pine to Bishop	\$146.00	11	13	-25	6	0	7	12	0	3	201	204	0.22	0.01	0.01	0.62	0.00
Lone Pine DAR	\$198.60	-12	106	8	-17	-23	2	64	1	7	491	488	0.12	-0.05	0.34	2.93	-0.03
Tecopa	-\$10.00	0	0	-2	0	0	0	-2	-1	-1	-6	-6	0.00	-0.10	-0.33	0.49	-0.02
Walker DAR	\$117.30	0	21	9	0	1	0	31	5	6	258	246	0.17	-0.03	0.17	1.73	-0.03
Bridgeport to G'Ville	-\$143.60	-2	-22	0	0	0	0	-24	-8	-7	-229	-171	1.02	-0.10	-0.53	0.26	-0.02
Benton to Bishop	-\$271.80	-32	2	-18	0	-4	1	-51	-10	-6	-239	-216	-0.39	-0.30	-2.21	19.76	-0.06
Bishop DAR	\$695.15	181	263	-63	35	-94	40	362	31	-13	828	625	-0.03	0.02	0.51	1.20	0.01
Mule Days	\$105.45	-6	92	-3	0	21	11	115	12	10	122	109	0.04	0.07	0.60	0.23	0.05
Nite Rider	-\$465.00	-84	-10	-19	2	-4	-13	-128	-6	-6	-142	-190	0.08	-0.17	-1.20	-0.62	-0.05
Mammoth FR	\$0.00	3135	0	-2	0	362	0	3495	41	42	168	142	N/A	N/A	2.34	-0.40	0.19
Mammoth DAR	-\$15.80	4	17	-32	1	12	25	27	18	18	-91	-114	-0.30	0.08	0.01	-0.92	0.08
Reno	\$1,137.00	-36	42	12	-2	-5	1	12	8	6	361	307	2.03	0.09	0.00	0.54	0.00
Lancaster	\$451.50	21	-20	-3	0	-4	7	1	-11	-6	-59	-79	1.19	0.09	0.15	1.89	0.00
Reds Meadow	\$18,339.00	-5231	0	0	0	-1040	-143	-6414	-218	-197	-2874	-2542	N/A	N/A	N/A	N/A	N/A
MMSA	\$0.00	-2,862	0	0	0	-345	0	-3,207	-217	-206	-3,053	-2,906	N/A	N/A	6.62	-0.07	0.47

VARIANCE BY ROUTE (PERCENTAGE) – May 2016 to May 2015

Route	Fares	Adults	Snr	Dis	W/C	Child	Free	Total Pax	Yd Hrs	Total Svc Hours	Yd Mi	TOT SVC MILES	AVG FARE	REV/SVC MILE	PAX / SVC HR	MI / SVC HR	PAX / SVC MI
Mammoth Express	78%	94%	-10%	-13%		27%	67%	68%	51%	59%	72%	72%	6%	3%	6%	9%	-2%
Lone Pine to Bishop	8%	4%	28%	-49%	200%	0%	175%	3%	0%	3%	4%	4%	4%	3%	0%	1%	-1%
Lone Pine DAR	29%	-34%	136%	17%	-55%	-27%		23%	0%	5%	41%	41%	5%	-8%	17%	35%	-13%
Tecopa	-50.0%		0.0%	100.0%				-50.0%	-11.8%	-9.1%	-6.5%	-6.5%	0.0%	-46.6%	-45.0%	2.9%	-46.6%
Walker DAR	24%		175%	5%				16%	4%	6%	28%	31%	7%	-5%	10%	21%	-11%
Bridgeport to G'Ville	-40%	-25%	-52%					-48%	-26%	-27%	-26%	-28%	14%	-18%	-29%	1%	-28%
Benton to Bishop	-70%	-80%	67%	-75%		-100%	25%	-68%	-27%	-33%	-17%	-29%	-8%	-59%	-52%	25%	-55%
Bishop DAR	10.0%	23.3%	26.9%	-10.1%	10.4%	41.8%	20.1%	11.5%	3.5%	-1.6%	8.8%	7.3%	-1.4%	2.5%	13.3%	10.6%	4.0%
Mule Days	34%	-2%	69%	-75%		100%	550%	28%	18%	18%	20%	20%	5%	12%	9%	2%	7%
Nite Rider	-24%	-24%	-25%	-39%	8%	-100%	-62%	-26%	-7%	-7%	-11%	-15%	2%	-11%	-20%	-4%	-13%
Mammoth FR		23%		-67%		7%		18%	3%	4%	1%	1%	N/A	N/A	14%	-3%	17%
Mammoth DAR	-3%	3%	85%	-53%			58%	11%	10%	10%	-10%	-13%	-12%	12%	1%	-18%	28%
Reno	13%	-11%	84%	40%	-67%	-22%	50%	3%	3%	3%	4%	3%	10%	9%	0%	1%	-1%
Lancaster	8%	9%	-29%	-8%		-57%	64%	0%	-8%	-5%	-1%	-1%	8%	10%	5%	4%	2%
Reds Meadow	-100%	-100%				-100%	100%	-100%	-100%	-100%	-100%	-100%	N/A	N/A	N/A	N/A	N/A
MMSA		-81%				-86%		-81%	-87%	-87%	-87%	-87%	N/A	N/A	40%	-1%	40%

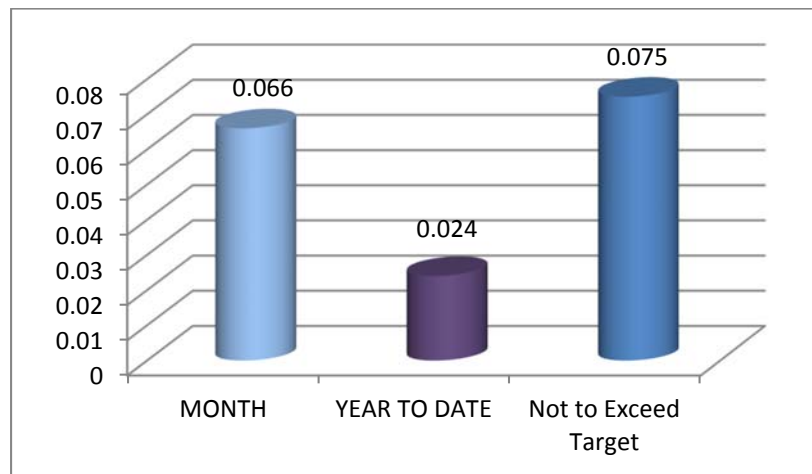


## Comments

There were two comments received during the month of May 2016.

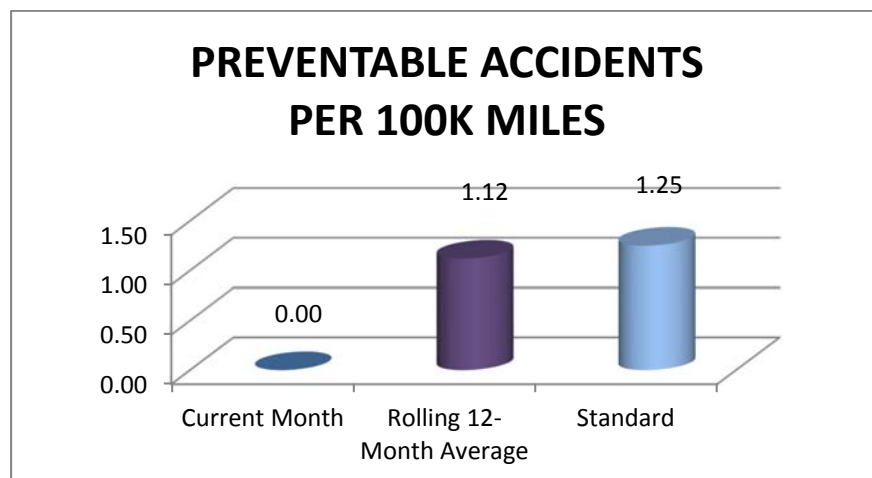
- May 25th – A Bishop to Independence commuter called to express concern about inconsistencies in departure times and a missed run on the Lone Pine Express. Drivers were counseled on correct route operation.
- May 26th – An additional Bishop to Independence commuter emailed to express concern about inconsistencies in departure times and a missed run on the Lone Pine Express. Drivers were counseled on correct route operation.

### COMPLAINTS PER 1,000 PASSENGERS



## Accident/Incidents

There were no preventable accidents in May 2016.



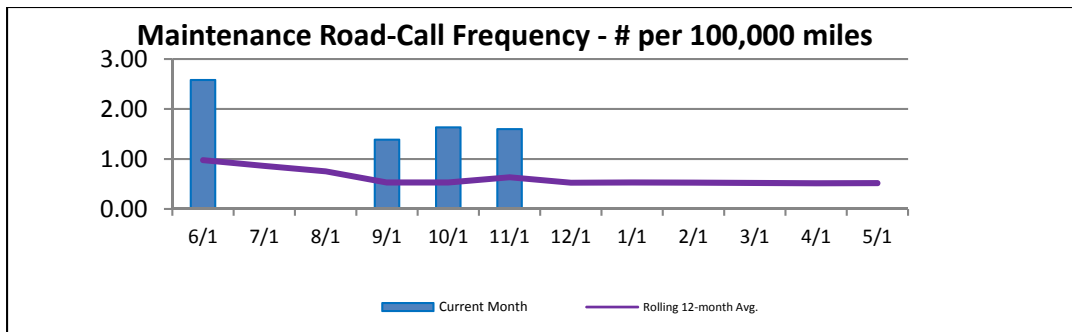
## Missed Runs

There were three missed run in May 2016.

- May 19<sup>th</sup> – Missed 5:00 pm Lone Pine Express due to driver error
- May 25<sup>th</sup> – No Bridgeport to Gardnerville run due to driver vacation (passengers were notified in advance)
- May 26<sup>th</sup> – No Tecopa to Pahrump due to driver issue (passengers were notified in advance)

## Road Call Frequency

There were no Road Calls during the month of May 2016. The rolling 12-month road call frequency is 0.52 per 100,000 miles traveled.

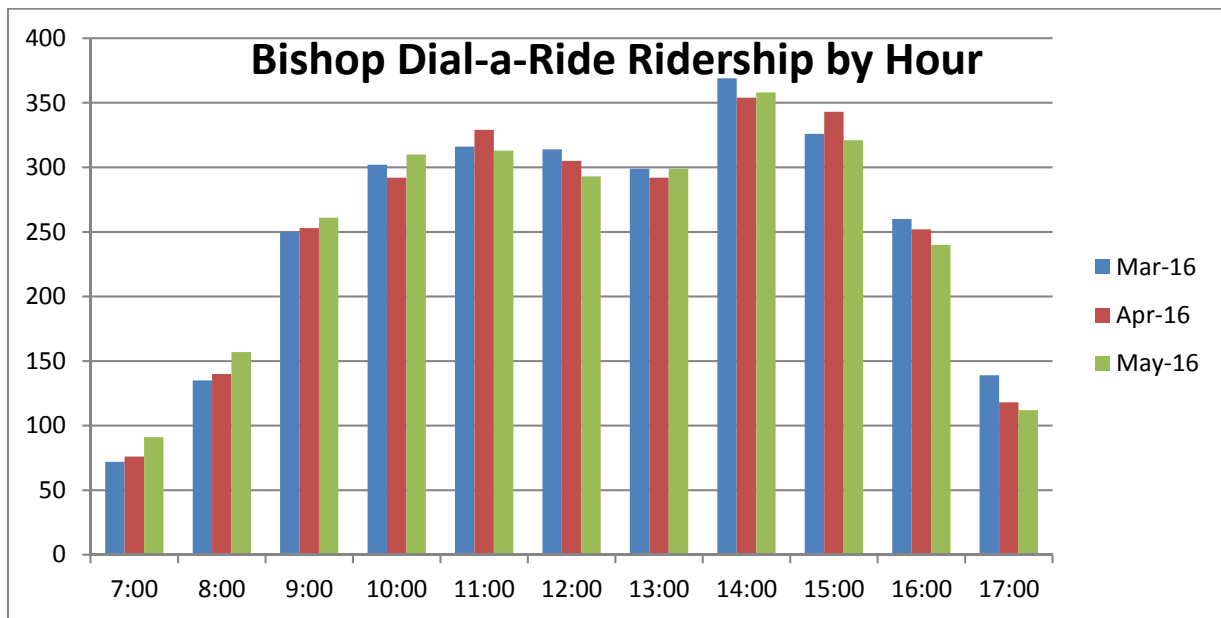


## Bishop Area Dial-A-Ride Wait Times

Wait times for the Bishop Area Dial-A-Ride (Mon. through Fri., 7:00 a.m. – 6:00 p.m.)

MAY 2016

		Percent	Goal
<b>IMMEDIATE RESPONSE TRIPS</b>			
Total Trips:	1,679	67% of trips	
Average Wait Time (min.):	13		< 20 minutes
# > 30 minute wait:	95	5.7%	< 5%
<b>ADVANCE RESERVATION TRIPS</b>			
Total Trips:	814	33% of trips	
On Time Trips (± 10 min.)	686	84%	> 90%
<b>TOTAL SCHEDULED TRIPS</b>			
No-Shows	206 /92	7.1% /3.2%	Incl / Excl Ckpts
Cancellations	43	1.6%	



## **STAFF REPORT**

Subject: Financial Report – FY 2015/16  
Initiated by: John Helm, Executive Director

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Financial reports for FY 2015/16 were prepared on June 24, 2016, which is 98% through the fiscal year. Total operating revenues are at 83% of the annual budget amount, and total expenses are at 77% of the year's budget. It is estimated that revenues will end the year approximately \$300,000 below budget due to lower than budgeted expenditures for federal reimbursement contracts (primarily fuel and maintenance), reduction in STA payments from the state, and due to reduction from budgeted service levels for the MMSA contracted routes.

Invoices for fuel and maintenance from the Town of Mammoth Lakes for the final quarter of the fiscal year are not reflected on the financial report and contribute to the low year-to-date percentage of expenditure compared to budget. Nonetheless, due to low fuel prices throughout the fiscal year, and relatively few major vehicle maintenance expenses, these combined line items continue to be projected to end the fiscal year \$350k below budget. The financial report includes all 26 pay periods for the fiscal year, however, not all benefits costs for the year are reflected. Employee compensation (wages, salaries, benefits) is projected to end the year approximately \$100k below budget. This is a result of lower than budgeted service on the MMSA contract routes and of overstated budgeted amounts in several of the budget units. As detailed in the report last month, total operating revenues minus expenditures for the fiscal year are estimated to be approximately \$270k better than budget.

The table on the following page summarizes the year-to-date revenue and the expenses by major expense category.

<b>ESTA Operating Expenses</b>			
	<b>Percent of the fiscal year</b>		<b>98.4%</b>
<b>Category</b>	<b>Budget</b>	<b>Actual as of 06.24.16</b>	<b>% of Budget</b>
<b>Total Revenue</b>	<b>4,947,722</b>	<b>4,130,144</b>	<b>83.5%</b>
<b>EXPENSES</b>			
Total Salaries	1,728,564	1,589,435	92.0%
Total Benefits	750,636	611,922	81.5%
Total Insurance	302,890	280,356	92.6%
Total			
Maintenance	585,160	375,700	64.2%
Facilities	229,570	168,340	73.3%
Total Services	240,830	212,656	88.3%
Fuel	707,140	302,442	42.8%
Other	163,578	89,550	54.7%
<b>Total Expenses</b>	<b>4,708,368</b>	<b>3,630,401</b>	<b>77.1%</b>

The roll-up, the budget unit summary, and the fund balance report for FY 2015/16 as prepared on June 24, 2016, are included on the following pages.

**COUNTY OF INYO**  
**Budget to Actuals with Encumbrances by Key/Obj**

Ledger: GL

As of 6/24/2016

Object	Description	Budget	Actual	Encumbrance	Balance	%
<b>Key: 153299 - EASTERN SIERRA TRANSIT</b>						
<b>OPERATING</b>						
<b>Revenue</b>						
4061	LOCAL TRANSPORTATION TAX	1,232,955.00	1,007,928.97	0.00	225,026.03	81.74
4065	STATE TRANSIT ASST	322,876.00	68,846.00	0.00	254,030.00	21.32
4301	INTEREST FROM TREASURY	2,600.00	9,054.80	0.00	(6,454.80)	348.26
4499	STATE OTHER	111,620.00	87,779.61	0.00	23,840.39	78.64
4555	FEDERAL GRANTS	594,951.00	404,415.42	0.00	190,535.58	67.97
4599	OTHER AGENCIES	849,814.00	686,964.91	0.00	162,849.09	80.83
4819	SERVICES & FEES	1,827,906.00	1,860,572.28	0.00	(32,666.28)	101.78
4959	MISCELLANEOUS REVENUE	5,000.00	4,582.16	0.00	417.84	91.64
	<b>Revenue Total:</b>	<u>4,947,722.00</u>	<u>4,130,144.15</u>	<u>0.00</u>	<u>817,577.85</u>	<u>83.47</u>
<b>Expenditure</b>						
5001	SALARIED EMPLOYEES	1,163,600.00	1,083,832.95	0.00	79,767.05	93.14
5003	OVERTIME	32,230.00	37,071.24	0.00	(4,841.24)	115.02
5005	HOLIDAY OVERTIME	101,606.00	94,722.51	0.00	6,883.49	93.22
5012	PART TIME EMPLOYEES	431,128.00	373,808.14	0.00	57,319.86	86.70
5021	RETIREMENT & SOCIAL SECURITY	40,306.00	37,281.38	0.00	3,024.62	92.49
5022	PERS RETIREMENT	229,100.00	180,918.49	0.00	48,181.51	78.96
5031	MEDICAL INSURANCE	298,940.00	252,317.46	0.00	46,622.54	84.40
5043	OTHER BENEFITS	32,290.00	25,743.57	0.00	6,546.43	79.72
5045	COMPENSATED ABSENCE EXPENSE	143,500.00	113,261.66	0.00	30,238.34	78.92
5047	EMPLOYEE INCENTIVES	6,500.00	2,398.99	0.00	4,101.01	36.90
5111	CLOTHING	8,400.00	3,285.98	0.00	5,114.02	39.11
5152	WORKERS COMPENSATION	90,890.00	90,353.00	0.00	537.00	99.40
5154	UNEMPLOYMENT INSURANCE	45,000.00	22,302.00	0.00	22,698.00	49.56
5158	INSURANCE PREMIUM	167,000.00	167,701.00	0.00	(701.00)	100.41
5171	MAINTENANCE OF EQUIPMENT	544,860.00	360,438.77	21,600.00	162,821.23	70.11
5173	MAINTENANCE OF	22,300.00	12,992.24	0.00	9,307.76	58.26
5191	MAINTENANCE OF STRUCTURES	18,000.00	2,269.00	0.00	15,731.00	12.60
5211	MEMBERSHIPS	2,142.00	610.00	0.00	1,532.00	28.47
5232	OFFICE & OTHER EQUIP < \$5,000	11,100.00	4,764.58	0.00	6,335.42	42.92
5238	OFFICE SUPPLIES	9,186.00	6,833.89	0.00	2,352.11	74.39
5253	ACCOUNTING & AUDITING SERVICE	40,550.00	36,100.00	0.00	4,450.00	89.02
5254	AUDITING SERVICE	8,360.00	0.00	0.00	8,360.00	0.00
5260	HEALTH - EMPLOYEE PHYSICALS	6,400.00	4,948.14	0.00	1,451.86	77.31
5263	ADVERTISING	36,600.00	34,283.97	0.00	2,316.03	93.67
5265	PROFESSIONAL & SPECIAL SERVICE	148,920.00	137,323.82	6,900.02	4,696.16	96.84
5291	OFFICE, SPACE & SITE RENTAL	180,070.00	145,028.73	0.00	35,041.27	80.54
5311	GENERAL OPERATING EXPENSE	44,630.00	50,133.55	0.00	(5,503.55)	112.33
5331	TRAVEL EXPENSE	9,300.00	8,948.47	0.00	351.53	96.22
5332	MILEAGE REIMBURSEMENT	21,020.00	14,973.64	0.00	6,046.36	71.23
5351	UTILITIES	49,500.00	23,311.51	0.00	26,188.49	47.09
5352	FUEL & OIL	707,140.00	302,442.46	0.00	404,697.54	42.76
5901	CONTINGENCIES	57,800.00	0.00	0.00	57,800.00	0.00
	<b>Expenditure Total:</b>	<u>4,708,368.00</u>	<u>3,630,401.14</u>	<u>28,500.02</u>	<u>1,049,466.84</u>	<u>77.71</u>
<b>NET OPERATING</b>		<u>239,354.00</u>	<u>499,743.01</u>	<u>(28,500.02)</u>	<u>(231,888.99)</u>	

**CAPITAL ACCOUNT**

**Revenue**

User: JHELM - John Helm

Page

Date: 06/24/2016

Report: GL8006: Fin Stmt Budget to Actual with Encumbrance

20

Time: 15:55:20

**COUNTY OF INYO**  
**Budget to Actuals with Encumbrances by Key/Obj**

Ledger: GL

As of 6/24/2016

<b>Object</b>	<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Encumbrance</b>	<b>Balance</b>	<b>%</b>
4066	PTMISEA	460,000.00	467,636.24	0.00	(7,636.24)	101.66
4495	STATE GRANTS - CAPITAL	222,000.00	9,832.46	0.00	212,167.54	4.42
4911	SALES OF FIXED ASSETS	0.00	9,900.00	0.00	(9,900.00)	0.00
<b>Revenue Total:</b>		682,000.00	487,368.70	0.00	194,631.30	71.46
<b>Expenditure</b>						
5640	STRUCTURES & IMPROVEMENTS	532,000.00	499,046.31	10,975.00	21,978.69	95.86
5655	VEHICLES	200,000.00	0.00	0.00	200,000.00	0.00
<b>Expenditure Total:</b>		732,000.00	499,046.31	10,975.00	221,978.69	69.67
<b>NET CAPITAL ACCOUNT</b>		(50,000.00)	(11,677.61)	(10,975.00)	(27,347.39)	
<b>TRANSFERS</b>						
<b>Revenue</b>						
<b>Expenditure</b>						
5798	CAPITAL REPLACEMENT	186,300.00	0.00	0.00	186,300.00	0.00
<b>Expenditure Total:</b>		186,300.00	0.00	0.00	186,300.00	0.00
<b>NET TRANSFERS</b>		0.00	0.00	0.00	0.00	
<b>153299 Total:</b>		3,054.00	488,065.40	(39,475.02)	(445,536.38)	

**COUNTY OF INYO**

**Budget to Actuals with Encumbrances by Key/Income Grouping**

Ledger: GL

As Of 6/24/2016

Object	Description	Budget	Actual	Encumbrance	Balance
<b>Key: 153200 - EASTERN SIERRA TRANSIT FUND</b>					
<b>Revenue</b>					
4600	CHARGES FOR CURRENT SERVICES	0.00	0.00	0.00	0.00
4900	OTHER REVENUE	0.00	40.00	0.00	(40.00)
<b>Revenue Total:</b>		0.00	40.00	0.00	(40.00)
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	0.00	0.00	0.00	0.00
5800	OTHER FINANCING USES	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		0.00	0.00	0.00	0.00
<b>Key Total:</b>		0.00	40.00	0.00	(40.00)
<b>Key: 153201 - ESTA ADMINISTRATION</b>					
<b>Revenue</b>					
4060	TAXES - SALES	0.00	0.00	0.00	0.00
4350	REV USE OF MONEY & PROPERTY	0.00	5,630.35	0.00	(5,630.35)
4400	AID FROM OTHER GOVT AGENCIES	0.00	0.00	0.00	0.00
4600	CHARGES FOR CURRENT SERVICES	0.00	0.00	0.00	0.00
4900	OTHER REVENUE	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		0.00	5,630.35	0.00	(5,630.35)
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	0.00	(11.35)	0.00	11.35
5100	SERVICES & SUPPLIES	0.00	0.00	0.00	0.00
5200	INTERNAL CHARGES	0.00	0.00	0.00	0.00
5560	DEBT SERVICE INTEREST	0.00	0.00	0.00	0.00
5600	FIXED ASSETS	0.00	0.00	0.00	0.00
5700	DEPRECIATION	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		0.00	(11.35)	0.00	11.35
<b>Key Total:</b>		0.00	5,641.70	0.00	(5,641.70)
<b>Key: 153202 - INYO TRANSIT SERVICE</b>					
<b>Revenue</b>					
4060	TAXES - SALES	311,866.00	204,983.19	0.00	106,882.81
4350	REV USE OF MONEY & PROPERTY	650.00	0.00	0.00	650.00
4400	AID FROM OTHER GOVT AGENCIES	81,440.00	77,365.25	0.00	4,074.75
4600	CHARGES FOR CURRENT SERVICES	51,401.00	52,613.82	0.00	(1,212.82)
4900	OTHER REVENUE	1,500.00	669.72	0.00	830.28
<b>Revenue Total:</b>		446,857.00	335,631.98	0.00	111,225.02
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	310,260.00	273,714.50	0.00	36,545.50
5100	SERVICES & SUPPLIES	122,800.00	77,719.55	0.00	45,080.45
5200	INTERNAL CHARGES	10,300.00	10,842.00	0.00	(542.00)
5560	DEBT SERVICE INTEREST	0.00	0.00	0.00	0.00
5600	FIXED ASSETS	0.00	0.00	0.00	0.00
5800	OTHER FINANCING USES	12,440.00	0.00	0.00	12,440.00
5900	RESERVES	5,000.00	0.00	0.00	5,000.00
<b>Expenditure Total:</b>		460,800.00	362,276.05	0.00	98,523.95
<b>Key Total:</b>		(13,943.00)	(26,644.07)	0.00	12,701.07
<b>Key: 153203 - MONO TRANSIT SERVICE</b>					
<b>Revenue</b>					
4060	TAXES - SALES	249,613.00	191,160.38	0.00	58,452.62
4350	REV USE OF MONEY & PROPERTY	650.00	0.00	0.00	650.00
4400	AID FROM OTHER GOVT AGENCIES	33,571.00	33,965.52	0.00	(394.52)
4600	CHARGES FOR CURRENT SERVICES	13,494.00	29,602.49	0.00	(16,108.49)



**COUNTY OF INYO**

**Budget to Actuals with Encumbrances by Key/Income Grouping**

Ledger: GL

As Of 6/24/2016

<b>Object</b>	<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Encumbrance</b>	<b>Balance</b>
4900	OTHER REVENUE	0.00	10,016.35	0.00	(10,016.35)
<b>Revenue Total:</b>		297,328.00	264,744.74	0.00	32,583.26
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	157,360.00	96,220.44	0.00	61,139.56
5100	SERVICES & SUPPLIES	85,499.00	27,952.94	0.00	57,546.06
5200	INTERNAL CHARGES	6,420.00	5,963.00	0.00	457.00
5600	FIXED ASSETS	0.00	0.00	0.00	0.00
5800	OTHER FINANCING USES	5,200.00	0.00	0.00	5,200.00
5900	RESERVES	2,800.00	0.00	0.00	2,800.00
<b>Expenditure Total:</b>		257,279.00	130,136.38	0.00	127,142.62
<b>Key Total:</b>		40,049.00	134,608.36	0.00	(94,559.36)
<b>Key: 153204 - BISHOP TRANSIT SERVICE</b>					
<b>Revenue</b>					
4060	TAXES - SALES	311,866.00	204,983.28	0.00	106,882.72
4350	REV USE OF MONEY & PROPERTY	650.00	0.00	0.00	650.00
4400	AID FROM OTHER GOVT AGENCIES	81,440.00	89,065.25	0.00	(7,625.25)
4600	CHARGES FOR CURRENT SERVICES	59,783.00	64,555.98	0.00	(4,772.98)
4900	OTHER REVENUE	1,500.00	819.43	0.00	680.57
<b>Revenue Total:</b>		455,239.00	359,423.94	0.00	95,815.06
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	337,610.00	273,112.10	0.00	64,497.90
5100	SERVICES & SUPPLIES	119,730.00	92,668.34	0.01	27,061.65
5200	INTERNAL CHARGES	11,200.00	10,842.00	0.00	358.00
5560	DEBT SERVICE INTEREST	0.00	0.00	0.00	0.00
5600	FIXED ASSETS	0.00	0.00	0.00	0.00
5800	OTHER FINANCING USES	12,440.00	0.00	0.00	12,440.00
5900	RESERVES	5,000.00	0.00	0.00	5,000.00
<b>Expenditure Total:</b>		485,980.00	376,622.44	0.01	109,357.55
<b>Key Total:</b>		(30,741.00)	(17,198.50)	(0.01)	(13,542.49)
<b>Key: 153205 - MAMMOTH TRANSIT SERVICE</b>					
<b>Revenue</b>					
4060	TAXES - SALES	348,795.00	254,148.12	0.00	94,646.88
4350	REV USE OF MONEY & PROPERTY	650.00	0.00	0.00	650.00
4400	AID FROM OTHER GOVT AGENCIES	1,035,674.00	653,901.19	0.00	381,772.81
4600	CHARGES FOR CURRENT SERVICES	11,335.00	22,717.22	0.00	(11,382.22)
4900	OTHER REVENUE	1,500.00	1,532.28	0.00	(32.28)
<b>Revenue Total:</b>		1,397,954.00	932,298.81	0.00	465,655.19
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	607,000.00	618,586.32	0.00	(11,586.32)
5100	SERVICES & SUPPLIES	500,869.00	311,323.00	0.01	189,545.99
5200	INTERNAL CHARGES	22,680.00	22,589.00	0.00	91.00
5600	FIXED ASSETS	222,000.00	5,598.67	0.00	216,401.33
5800	OTHER FINANCING USES	31,220.00	0.00	0.00	31,220.00
5900	RESERVES	12,000.00	0.00	0.00	12,000.00
<b>Expenditure Total:</b>		1,395,769.00	958,096.99	0.01	437,672.00
<b>Key Total:</b>		2,185.00	(25,798.18)	(0.01)	27,983.19
<b>Key: 153206 - 395 ROUTE</b>					
<b>Revenue</b>					
4060	TAXES - SALES	175,454.00	138,700.00	0.00	36,754.00
4400	AID FROM OTHER GOVT AGENCIES	271,051.00	152,112.74	0.00	118,938.26
4600	CHARGES FOR CURRENT SERVICES	170,235.00	192,749.61	0.00	(22,514.61)

**COUNTY OF INYO**

**Budget to Actuals with Encumbrances by Key/Income Grouping**

Ledger: GL

As Of 6/24/2016

<u>Object</u>	<u>Description</u>	<u>Budget</u>	<u>Actual</u>	<u>Encumbrance</u>	<u>Balance</u>
4900	OTHER REVENUE	0.00	621.16	0.00	(621.16)
<b>Revenue Total:</b>		616,740.00	484,183.51	0.00	132,556.49
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	322,690.00	271,380.33	0.00	51,309.67
5100	SERVICES & SUPPLIES	273,030.00	148,734.48	0.00	124,295.52
5200	INTERNAL CHARGES	11,020.00	11,294.00	0.00	(274.00)
5600	FIXED ASSETS	0.00	0.00	0.00	0.00
5700	DEPRECIATION	0.00	0.00	0.00	0.00
5900	RESERVES	10,000.00	0.00	0.00	10,000.00
<b>Expenditure Total:</b>		616,740.00	431,408.81	0.00	185,331.19
<b>Key Total:</b>		0.00	52,774.70	0.00	(52,774.70)
<b>Key: 153207 - SPECIALS</b>					
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	0.00	0.00	0.00	0.00
4600	CHARGES FOR CURRENT SERVICES	8,000.00	3,109.65	0.00	4,890.35
<b>Revenue Total:</b>		8,000.00	3,109.65	0.00	4,890.35
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	2,570.00	4,445.85	0.00	(1,875.85)
5100	SERVICES & SUPPLIES	3,500.00	244.00	0.00	3,256.00
5200	INTERNAL CHARGES	200.00	181.00	0.00	19.00
5900	RESERVES	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		6,270.00	4,870.85	0.00	1,399.15
<b>Key Total:</b>		1,730.00	(1,761.20)	0.00	3,491.20
<b>Key: 153208 - COMMUTER VANPOOL</b>					
<b>Revenue</b>					
4600	CHARGES FOR CURRENT SERVICES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		0.00	0.00	0.00	0.00
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	0.00	0.00	0.00	0.00
5100	SERVICES & SUPPLIES	0.00	0.00	0.00	0.00
5200	INTERNAL CHARGES	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		0.00	0.00	0.00	0.00
<b>Key Total:</b>		0.00	0.00	0.00	0.00
<b>Key: 153209 - REDS MEADOW</b>					
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	0.00	0.00	0.00	0.00
4600	CHARGES FOR CURRENT SERVICES	375,624.00	439,507.82	0.00	(63,883.82)
4900	OTHER REVENUE	500.00	0.00	0.00	500.00
<b>Revenue Total:</b>		376,124.00	439,507.82	0.00	(63,383.82)
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	162,530.00	172,826.01	0.00	(10,296.01)
5100	SERVICES & SUPPLIES	179,190.00	203,547.16	0.00	(24,357.16)
5200	INTERNAL CHARGES	6,230.00	7,228.00	0.00	(998.00)
5600	FIXED ASSETS	0.00	0.00	0.00	0.00
5700	DEPRECIATION	0.00	0.00	0.00	0.00
5800	OTHER FINANCING USES	25,000.00	0.00	0.00	25,000.00
5900	RESERVES	3,000.00	0.00	0.00	3,000.00
<b>Expenditure Total:</b>		375,950.00	383,601.17	0.00	(7,651.17)
<b>Key Total:</b>		174.00	55,906.65	0.00	(55,732.65)
<b>Key: 153210 - MMSA-MAMMOTH MT SKI AREA</b>					

**COUNTY OF INYO**

**Budget to Actuals with Encumbrances by Key/Income Grouping**

Ledger: GL

As Of 6/24/2016

Object	Description	Budget	Actual	Encumbrance	Balance
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	0.00	0.00	0.00	0.00
4600	CHARGES FOR CURRENT SERVICES	1,085,430.00	1,011,246.53	0.00	74,183.47
4900	OTHER REVENUE	0.00	229.27	0.00	(229.27)
<b>Revenue Total:</b>		<u>1,085,430.00</u>	<u>1,011,475.80</u>	<u>0.00</u>	<u>73,954.20</u>
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	427,610.00	367,263.94	0.00	60,346.06
5100	SERVICES & SUPPLIES	516,800.00	327,062.41	21,600.00	168,137.59
5200	INTERNAL CHARGES	17,420.00	16,715.00	0.00	705.00
5600	FIXED ASSETS	0.00	0.00	0.00	0.00
5700	DEPRECIATION	0.00	0.00	0.00	0.00
5800	OTHER FINANCING USES	100,000.00	0.00	0.00	100,000.00
5900	RESERVES	20,000.00	0.00	0.00	20,000.00
<b>Expenditure Total:</b>		<u>1,081,830.00</u>	<u>711,041.35</u>	<u>21,600.00</u>	<u>349,188.65</u>
<b>Key Total:</b>		<u>3,600.00</u>	<u>300,434.45</u>	<u>(21,600.00)</u>	<u>(275,234.45)</u>

**Key: 153299 - EASTERN SIERRA TRANSIT**

<b>Revenue</b>					
4060	TAXES - SALES	1,555,831.00	1,076,774.97	0.00	479,056.03
4350	REV USE OF MONEY & PROPERTY	2,600.00	9,054.80	0.00	(6,454.80)
4400	AID FROM OTHER GOVT AGENCIES	2,238,385.00	1,656,628.64	0.00	581,756.36
4600	CHARGES FOR CURRENT SERVICES	1,827,906.00	1,860,572.28	0.00	(32,666.28)
4800	OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00
4900	OTHER REVENUE	5,000.00	14,482.16	0.00	(9,482.16)
<b>Revenue Total:</b>		<u>5,629,722.00</u>	<u>4,617,512.85</u>	<u>0.00</u>	<u>1,012,209.15</u>
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	2,487,600.00	2,204,642.37	0.00	282,957.63
5100	SERVICES & SUPPLIES	2,072,078.00	1,335,405.77	28,500.02	708,172.21
5200	INTERNAL CHARGES	90,890.00	90,353.00	0.00	537.00
5560	DEBT SERVICE INTEREST	0.00	0.00	0.00	0.00
5600	FIXED ASSETS	732,000.00	499,046.31	10,975.00	221,978.69
5700	DEPRECIATION	0.00	0.00	0.00	0.00
5800	OTHER FINANCING USES	186,300.00	0.00	0.00	186,300.00
5900	RESERVES	57,800.00	0.00	0.00	57,800.00
<b>Expenditure Total:</b>		<u>5,626,668.00</u>	<u>4,129,447.45</u>	<u>39,475.02</u>	<u>1,457,745.53</u>
<b>Key Total:</b>		<u>3,054.00</u>	<u>488,065.40</u>	<u>(39,475.02)</u>	<u>(445,536.38)</u>

**Key: 153211 - ESTA ACCUMULATED CAPITAL OUT**

<b>Revenue</b>					
4350	REV USE OF MONEY & PROPERTY	0.00	1,405.07	0.00	(1,405.07)
4600	CHARGES FOR CURRENT SERVICES	0.00	0.00	0.00	0.00
4800	OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		<u>0.00</u>	<u>1,405.07</u>	<u>0.00</u>	<u>(1,405.07)</u>
<b>Key Total:</b>		<u>0.00</u>	<u>1,405.07</u>	<u>0.00</u>	<u>(1,405.07)</u>

**Key: 153212 - ESTA GENERAL RESERVE**

<b>Revenue</b>					
4350	REV USE OF MONEY & PROPERTY	0.00	1,531.15	0.00	(1,531.15)
4800	OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		<u>0.00</u>	<u>1,531.15</u>	<u>0.00</u>	<u>(1,531.15)</u>
<b>Key Total:</b>		<u>0.00</u>	<u>1,531.15</u>	<u>0.00</u>	<u>(1,531.15)</u>

**Key: 153213 - ESTA-BUDGET STABILIZATION RESER**

<b>Revenue</b>					
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**COUNTY OF INYO**

**Budget to Actuals with Encumbrances by Key/Income Grouping**

Ledger: GL

As Of 6/24/2016

<u>Object</u>	<u>Description</u>	<u>Budget</u>	<u>Actual</u>	<u>Encumbrance</u>	<u>Balance</u>
4350	REV USE OF MONEY & PROPERTY	0.00	612.16	0.00	(612.16)
4800	OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		<u>0.00</u>	<u>612.16</u>	<u>0.00</u>	<u>(612.16)</u>
<b>Key Total:</b>		<u>0.00</u>	<u>612.16</u>	<u>0.00</u>	<u>(612.16)</u>
<b>Key: 612502 - SRTP TRANSPORT PLAN</b>					
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	94,620.00	76,521.61	0.00	18,098.39
<b>Revenue Total:</b>		<u>94,620.00</u>	<u>76,521.61</u>	<u>0.00</u>	<u>18,098.39</u>
<b>Expenditure</b>					
5100	SERVICES & SUPPLIES	94,620.00	77,124.88	0.00	17,495.12
<b>Expenditure Total:</b>		<u>94,620.00</u>	<u>77,124.88</u>	<u>0.00</u>	<u>17,495.12</u>
<b>Key Total:</b>		<u>0.00</u>	<u>(603.27)</u>	<u>0.00</u>	<u>603.27</u>
<b>Key: 612490 - ACIS-AUTOMATED CUSTOMER IS</b>					
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Key Total:</b>		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Key: 612491 - NIGHT RIDER</b>					
<b>Revenue</b>					
4600	CHARGES FOR CURRENT SERVICES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Key Total:</b>		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Key: 612493 - JARC-LONE PINE/BISHOP</b>					
<b>Revenue</b>					
4060	TAXES - SALES	65,263.00	48,600.00	0.00	16,663.00
4400	AID FROM OTHER GOVT AGENCIES	65,264.00	34,267.84	0.00	30,996.16
4600	CHARGES FOR CURRENT SERVICES	24,503.00	24,862.10	0.00	(359.10)
4900	OTHER REVENUE	0.00	553.95	0.00	(553.95)
<b>Revenue Total:</b>		<u>155,030.00</u>	<u>108,283.89</u>	<u>0.00</u>	<u>46,746.11</u>
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	80,780.00	69,935.52	0.00	10,844.48
5100	SERVICES & SUPPLIES	71,540.00	23,158.92	0.00	48,381.08
5200	INTERNAL CHARGES	2,710.00	2,711.00	0.00	(1.00)
<b>Expenditure Total:</b>		<u>155,030.00</u>	<u>95,805.44</u>	<u>0.00</u>	<u>59,224.56</u>
<b>Key Total:</b>		<u>0.00</u>	<u>12,478.45</u>	<u>0.00</u>	<u>(12,478.45)</u>
<b>Key: 612494 - JARC-MAMMOTH EXPRESS</b>					
<b>Revenue</b>					
4060	TAXES - SALES	42,974.00	34,200.00	0.00	8,774.00
4400	AID FROM OTHER GOVT AGENCIES	76,975.00	37,643.69	0.00	39,331.31
4600	CHARGES FOR CURRENT SERVICES	28,101.00	19,607.06	0.00	8,493.94
<b>Revenue Total:</b>		<u>148,050.00</u>	<u>91,450.75</u>	<u>0.00</u>	<u>56,599.25</u>
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	73,410.00	52,132.24	0.00	21,277.76
5100	SERVICES & SUPPLIES	71,930.00	18,344.80	0.00	53,585.20
5200	INTERNAL CHARGES	2,710.00	1,988.00	0.00	722.00
<b>Expenditure Total:</b>		<u>148,050.00</u>	<u>72,465.04</u>	<u>0.00</u>	<u>75,584.96</u>

**COUNTY OF INYO**

**Budget to Actuals with Encumbrances by Key/Income Grouping**

Ledger: GL

As Of 6/24/2016

Object	Description	Budget	Actual	Encumbrance	Balance
<b>Key Total:</b>		0.00	18,985.71	0.00	(18,985.71)
<b>Key: 612496 - MONO COUNTY BUS SHELTERS</b>					
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		0.00	0.00	0.00	0.00
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	0.00	0.00	0.00	0.00
5100	SERVICES & SUPPLIES	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		0.00	0.00	0.00	0.00
<b>Key Total:</b>		0.00	0.00	0.00	0.00
<b>Key: 612497 - GOOGLE TRANSIT PHASE 2</b>					
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	12,500.00	13,630.87	0.00	(1,130.87)
4600	CHARGES FOR CURRENT SERVICES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		12,500.00	13,630.87	0.00	(1,130.87)
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	1,570.00	1,072.91	0.00	497.09
5100	SERVICES & SUPPLIES	10,930.00	12,700.00	6,900.00	(8,670.00)
<b>Expenditure Total:</b>		12,500.00	13,772.91	6,900.00	(8,172.91)
<b>Key Total:</b>		0.00	(142.04)	(6,900.00)	7,042.04
<b>Key: 612498 - CAPP-CLEAN AIR PROJECT PROGRAM</b>					
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		0.00	0.00	0.00	0.00
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	0.00	0.00	0.00	0.00
5100	SERVICES & SUPPLIES	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		0.00	0.00	0.00	0.00
<b>Key Total:</b>		0.00	0.00	0.00	0.00
<b>Key: 612499 - MOBILITY MANAGEMENT 14</b>					
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		0.00	0.00	0.00	0.00
<b>Expenditure</b>					
5100	SERVICES & SUPPLIES	0.00	0.00	0.00	0.00
<b>Expenditure Total:</b>		0.00	0.00	0.00	0.00
<b>Key Total:</b>		0.00	0.00	0.00	0.00
<b>Key: 612489 - NON-EMERGENCY TRAN REIM</b>					
<b>Revenue</b>					
4400	AID FROM OTHER GOVT AGENCIES	25,850.00	15,707.28	0.00	10,142.72
<b>Revenue Total:</b>		25,850.00	15,707.28	0.00	10,142.72
<b>Expenditure</b>					
5000	SALARIES & BENEFITS	4,210.00	3,963.56	0.00	246.44
5100	SERVICES & SUPPLIES	21,640.00	14,825.29	0.00	6,814.71
<b>Expenditure Total:</b>		25,850.00	18,788.85	0.00	7,061.15
<b>Key Total:</b>		0.00	(3,081.57)	0.00	3,081.57
<b>Key: 612503 - BISHOP YARD-ESTA</b>					
<b>Revenue</b>					
4060	TAXES - SALES	50,000.00	0.00	0.00	50,000.00

**COUNTY OF INYO**

**Budget to Actuals with Encumbrances by Key/Income Grouping**

Ledger: GL

As Of 6/24/2016

<b>Object</b>	<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Encumbrance</b>	<b>Balance</b>
4350	REV USE OF MONEY & PROPERTY	0.00	(123.93)	0.00	123.93
4400	AID FROM OTHER GOVT AGENCIES	460,000.00	472,447.40	0.00	(12,447.40)
4900	OTHER REVENUE	0.00	0.00	0.00	0.00
<b>Revenue Total:</b>		510,000.00	472,323.47	0.00	37,676.53
<b>Expenditure</b>					
5100	SERVICES & SUPPLIES	0.00	0.00	0.00	0.00
5600	FIXED ASSETS	510,000.00	493,447.64	10,975.00	5,577.36
<b>Expenditure Total:</b>		510,000.00	493,447.64	10,975.00	5,577.36
<b>Key Total:</b>		0.00	(21,124.17)	(10,975.00)	32,099.17

**COUNTY OF INYO  
UNDESIGNATED FUND BALANCES**

AS OF 06/30/2016

	Claim on Cash 1000	Accounts Receivable 1100,1105,1160	Loans Receivable 1140	Prepaid Expenses 1200	Accounts Payable 2000	Loans Payable 2140	Deferred Revenue 2200	Computed Fund Balance	Encumbrances	Fund Balance Undesignated
<b>ESTA - EASTERN SIERRA TRANSIT AUTHORI</b>										
1532 EASTERN SIERRA TRANSIT	2,461,424	21,984	86,074		19,279			2,550,203	21,600	2,528,603
1533 ESTA ACCUMULATED	460,122							460,122		460,122
1534 ESTA GENERAL RESERVE	501,603							501,603		501,603
1535 ESTA BUDGET STAB	200,641							200,641		200,641
6809 SRTP TRANSPORT PLAN	24,397					25,000		(603)		(603)
6813 JARC-LONE PINE/BISHOP	25,997					27,000		(1,003)		(1,003)
6814 JARC-MAMMOTH EXPRESS	29,749					7,000		22,749		22,749
6817 GOOGLE TRANSIT PHASE 2	16,129					17,000		(871)	6,900	(7,771)
6818 CAPP-CLEAN AIR PROJECT	2,923							2,923		2,923
6819 MOBILITY MANAGEMENT 14	2,227							2,227		2,227
6820 NON-EMERGENCY TRAN REIM	4,284					7,500		(3,216)		(3,216)
6821 BISHOP YARD-ESTA	1,832					2,574		(742)	10,975	(11,717)
<b>ESTA Totals</b>	<b>3,731,328</b>	<b>21,984</b>	<b>86,074</b>		<b>19,279</b>	<b>86,074</b>		<b>3,734,033</b>	<b>39,475</b>	<b>3,694,558</b>
<b>Grand Totals</b>	<b>3,731,328</b>	<b>21,984</b>	<b>86,074</b>		<b>19,279</b>	<b>86,074</b>		<b>3,734,033</b>	<b>39,475</b>	<b>3,694,558</b>

## **STAFF REPORT**

Subject: Mammoth Express Fare Reduction for FY 2016/17

Initiated by: Jill Batchelder, Transit Analyst

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### **BACKGROUND:**

This past spring Eastern Sierra Transit and Mono County submitted a Low Carbon Transit Operations Program (LCTOP) grant application for fare reduction on multi-ride 10-Punch passes on the Mammoth Express routes. ESTA learned in mid-June that the grant application had been awarded for the FY 2016/17 fare reduction project.

The (LCTOP) provides formula funding for approved operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility, with a priority on serving disadvantaged communities.

The approved LCTOP funds are to decrease greenhouse gas emissions by increasing use of public transportation by offering a significant fare reduction on multi-ride 10-Punch passes of ~50% on the Mammoth Express route. The fare reduction on multi-ride 10-Punch passes would be available on all runs of the Mammoth Express route including: the north-bound 6:50am, 7:30am, 1:00pm and 6:10pm between Bishop and Mammoth Lakes; south-bound 7:50am, 2:05pm, 5:15pm and 7:00pm between Mammoth Lakes and Bishop. The reduction in the 10-Punch pass is anticipated to increase ridership by 25%.

### **ANALYSIS/DISCUSSION:**

At this time ESTA Staff is recommending that the Board approve a one year fare reduction for the 10-Punch Passes on the Mammoth Express Route, the time period would be July 1, 2016 through June 30, 2017. The proposed pass prices are reduced by 48% to 58%. The proposed 10-Punch passes would have one rate for all passengers including adults, seniors, youth and disabled. Because of the already deeply discount prices, no discounted 10-Punch passes would be offered and the reduced 10-Punch pass would not apply to trips to the Mammoth Airport. The current and proposed fares are detailed below.



**MAMMOTH EXPRESS FARES**

		One Way		NEW 10-Punch	Old 10-Punch			
		Adult	Disc	10-Punch	10-Punch	10-Punch Disc.	1 Week	2 Week
Bishop to:	Millcreek	\$3.00	\$2.50	\$15.00	\$27.00	\$22.50	\$22.50	\$42.00
	Rovana	\$3.50	\$3.00	\$15.00	\$31.50	\$27.00	\$26.25	\$49.00
	Tom's Place	\$4.00	\$3.50	\$18.00	\$36.00	\$31.50	\$30.00	\$56.00
	Crowley	\$4.50	\$4.00	\$20.00	\$40.50	\$36.00	\$33.75	\$63.00
	Mammoth Airport	\$6.50	\$5.50		\$58.50	\$49.50	\$48.75	\$91.00
	Mammoth	\$7.00	\$6.00	\$30.00	\$63.00	\$54.00	\$52.50	\$98.00
Millcreek to:	Rovana	\$2.50	\$2.00	\$12.00	\$22.50	\$18.00	\$18.75	\$35.00
	Tom's Place	\$2.75	\$2.25	\$13.00	\$24.75	\$20.25	\$20.75	\$38.50
	Crowley	\$3.00	\$2.50	\$14.00	\$27.00	\$22.50	\$22.50	\$42.00
	Mammoth Airport	\$4.50	\$3.50		\$40.50	\$31.50	\$33.75	\$63.00
	Mammoth	\$6.50	\$5.50	\$28.00	\$58.50	\$49.50	\$48.75	\$91.00
Rovana to:	Tom's Place	\$2.75	\$2.25	\$13.00	\$24.75	\$20.25	\$20.75	\$38.50
	Crowley	\$3.00	\$2.50	\$14.00	\$27.00	\$22.50	\$22.50	\$42.00
	Mammoth Airport	\$4.50	\$3.50		\$40.50	\$31.50	\$33.75	\$63.00
	Mammoth	\$6.50	\$5.50	\$28.00	\$58.50	\$49.50	\$48.75	\$91.00
Tom's Place to:	Crowley	\$2.00	\$1.75	\$9.00	\$18.00	\$15.75	\$15.00	\$28.00
	Mammoth Airport	\$2.50	\$2.00	\$13.00	\$22.50	\$18.00	\$18.75	\$35.00
	Mammoth	\$4.00	\$3.50	\$18.00	\$36.00	\$31.50	\$30.00	\$56.00
Crowley to:	Mammoth Airport	\$3.00	\$2.50		\$27.00	\$22.50	\$22.50	\$42.00
	Mammoth	\$3.00	\$2.50	\$15.00	\$27.00	\$22.50	\$22.50	\$42.00
Mammoth Airport to:	Mammoth	\$3.50	\$3.00		\$31.50	\$27.00	\$26.25	\$49.00

## **FINANCIAL CONSIDERATIONS:**

The impacts of the fare reduction on the Mammoth Express routes are based on the current fare and operating statistics.

Current Mammoth Express Passengers	4,387	
Projected increase in passengers (25%)	1,097	
Total projected ridership	5,484	
80% of new passengers use 10-Punch pass @ \$3.00 per ride	877	\$2,632.20
60% of existing passenger use 10-Punch pass @ \$3.00 per ride	2,632	\$7,896.60
Balance of passengers @ full fare (\$5.70 average)	1,974	\$11,252.66
Total passenger trips	5,484	\$21,781.46
Expected Average Fare		\$3.97

Current Average Fare	\$5.70
Projected Average Fare	\$3.97
Reduction from current Average Fare	-\$1.73

Reduction in Fare Revenue (average fare x total trips)	-\$9,487
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The LCTOP grant award for this project is \$9,510 and is expected to off-set the fare reduction while increasing ridership by 25%.

## **RECOMMENDATION**

It is recommended that the Board approve the fare reduction on multi-ride 10-Punch passes on the Mammoth Express routes during FY 2016/17.

Agenda Item #9  
Fiscal Year 2016/17 Budget

Materials for this item will be distributed at the meeting.

## **STAFF REPORT**

Subject: Town of Mammoth Lakes Lower Main Street Sidewalk Project  
Initiated by: John Helm, Executive Director

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### **BACKGROUND:**

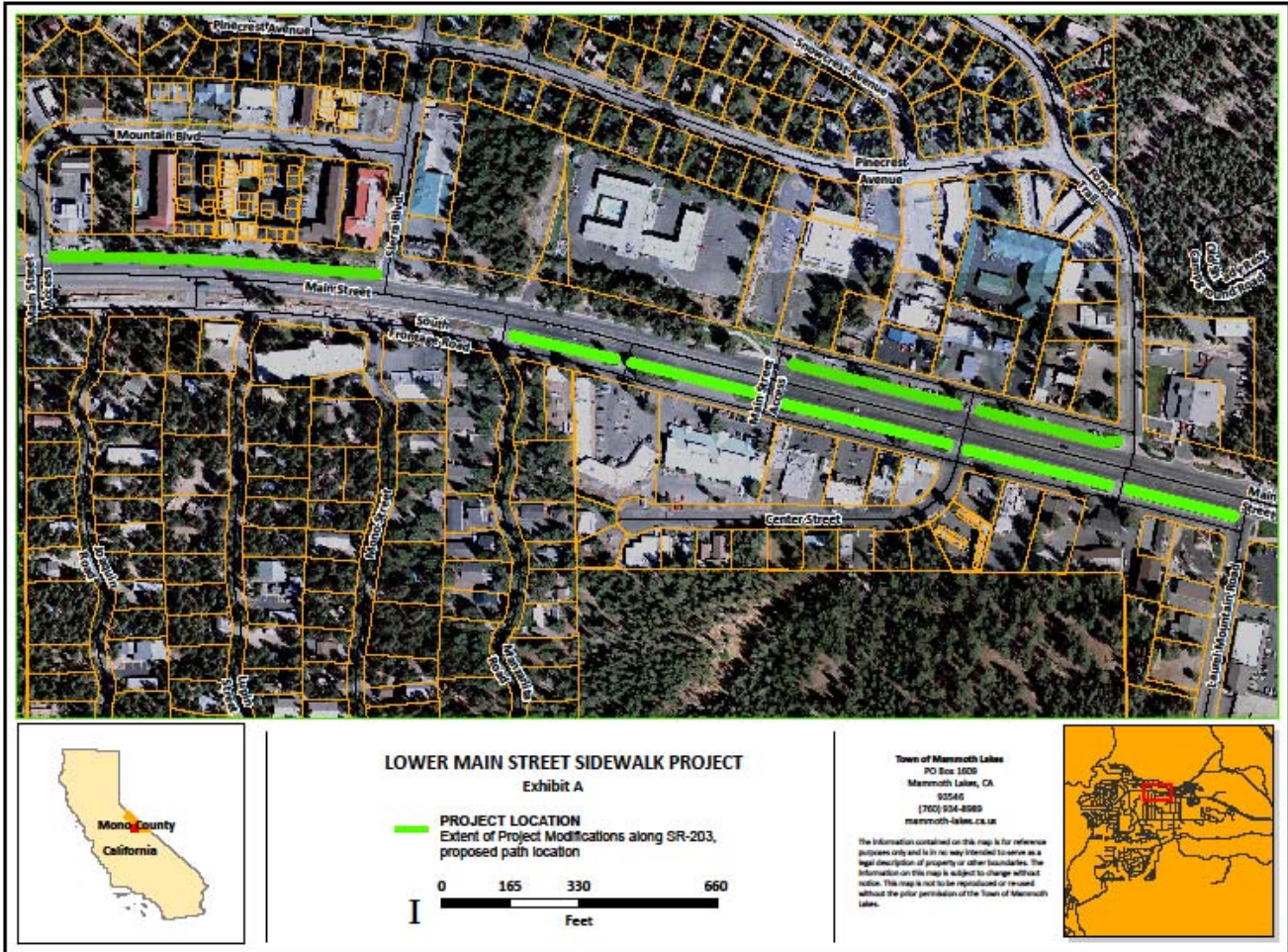
ESTA recently received a request from the Town of Mammoth Lakes Planning Department to provide a letter of support for a project in the Town to construct sidewalks, bus stops, and crosswalks along Main Street.

### **ANALYSIS/DISCUSSION:**

The Town of Mammoth Lakes is applying for an Active Transportation Program Cycle 3 grant for the construction of sidewalks, bus stops, and crosswalks along Main Street, which will be known as the Lower Main Street Sidewalk Project. This project will close gaps within the Town's Main Street path, sidewalk, and bike lane networks. The project will improve connectivity between Old Mammoth Road and Minaret Road. The project is the final phase of a three part project to provide safe areas for pedestrians and bicycles to travel through main commercial areas of Town.

The project area currently consists of a four-lane conventional highway with eight-foot shoulders, steep driveways, bus stop areas, and no pedestrian facilities. Bicycles, pedestrians, and buses all have to travel and stop within the shoulder. The shoulder is used for snow storage and is not always accessible during winter months. This forces pedestrians to share the street with vehicles. The project will also offer a new crosswalk system at the Post Office entrance. The existing crosswalk with flashing beacons is often ignored by drivers because it either does not catch their attention or is inoperative. This project will replace the existing crosswalk beacons with a pedestrian activated full **High-Intensity Activated CrossWalk Beacon (HAWK)** system so the drivers will be more responsive when pedestrians are present.

An aerial photo map of the project area is shown on the following page. A draft letter of support is included following the agenda item write-up for the Board's consideration.



**FINANCIAL CONSIDERATIONS**

Support of the Town’s Lower Main Street Sidewalk Project does not involve any funding from ESTA.

**RECOMMENDATION**

The Board is requested to provide direction regarding the Town’s request for a letter of support for the Town’s Lower Main Street Sidewalk Project.



# Eastern Sierra Transit Authority

703 Airport Road  
P.O. Box 1357  
Bishop, CA 93515  
760.872.1901

June 17, 2016

## **LOWER MAIN STREET SIDEWALK**

RE: Town of Mammoth Lakes ATP Cycle 3 Grant Application

Dear Grant Administrator:

On behalf of the Eastern Sierra Transit Authority (ESTA) Board of Directors, this letter is to express the Board's strong support for the Town of Mammoth Lake's application to the Active Transportation Program Cycle 3 for the construction of sidewalks, bus stops, and crosswalks along Main Street known as the Lower Main Street Sidewalk Project.

This project will close gaps within the Town's Main Street path, sidewalk, and bike lane networks. The project will improve connectivity between Old Mammoth Road and Minaret Road. The project is the final phase of a three part project to provide safe areas for pedestrians and bicycles to travel through main commercial areas of Town, and to access public transit.

The project area currently consists of a four-lane conventional highway with eight-foot shoulders, steep driveways, bus stop areas, and no pedestrian facilities. Bicycles, pedestrians, and buses all have to travel and stop within the shoulder. The shoulder is used for snow storage and is not always accessible during winter months. This forces pedestrians, and waiting transit passengers to share the street with vehicles. The project will also offer a new crosswalk system at the Post Office entrance. The existing crosswalk with flashing beacons is often ignored by drivers because it either does not catch their attention or is inoperative. This project will replace the existing crosswalk beacons with a pedestrian activated full **High-Intensity Activated CrossWalk Beacon (HAWK)** system so the drivers will be more responsive when pedestrians are present.

The Eastern Sierra Transit Authority is in full support of the Town's Active Transportation Program application to construct the aforementioned improvements.

Regards,

Karen Schwarz  
Vice-Chairperson, Eastern Sierra Transit Authority Board of Directors

## STAFF REPORT

Subject: Town of Mammoth Lakes – Service Partners Strategic Alignment Project Final Report

Initiated by: John Helm, Executive Director

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### **BACKGROUND:**

Over the past ten months, the Mammoth Lakes Town Council has conducted a process of reviewing and developing goals and priorities for the Town with a focus on “strategic alignment” between the Town and the non-governmental organizations (NGOs) that are supported by and partner with the Town (MLT, MLH, MLR, and ESTA). These sessions and the associated work process have been discussed with the ESTA Board at previous meetings.

### **ANALYSIS/DISCUSSION**

The ten month process to develop goals and strategies with the Town’s service partners (NGO’s) has concluded and the Town Council recently approved the final report, which is included at the end of this agenda item for the Board’s review. In summary, the process achieved a 10-year vision of “Mammoth Greatness”. The Town and its partners collaborated over a 10 month period to define strategic priorities, 10 year goals (2025), and align strategic commitments with an 18 Month Action Plan. Following are highlights of the process:

**Purpose:** The purpose statement guiding the entire effort was: Define and activate a strategy driven process that clearly aligns and integrates Mammoth Lakes NGO’s (MLT, MLR, MLH, and ESTA) as Strategic Partners with the TOML to achieve sustainable economic security for the community.

**Products:** The partnership was successful in producing and achieving consensus on the following products enumerated in this report:

- ✓ **A 2025 Vision**– containing “images” of Mammoth Greatness
- ✓ **Community Core Values** – outlining 5 core values to guide the work and commitments of the partners during both the planning and implementation phases of this project
- ✓ **Headline Goals** – 9 Major Goals the partners hope to achieve together by 2025
- ✓ **Strategic Priorities** – 4 strategic priorities that balance the need for economic vitality, community development, enhanced

- community amenities, and an effective service-focused municipal operating system
- ✓ **Big Ideas** – 3 catalytic ideas to frame the “rallying cry” for implementing this plan
  - ✓ **Council Commitments** – a series of 20 commitments framed under the strategic priorities for outcomes the TOML expects to achieve
  - ✓ **18 Month Action Plan** – defines the milestones, commitments, and planned “victories” the partners will address through September 30, 2017 in 6 quarterly increments

Specific ESTA commitments contained within the 18-month Action Plan include:

- Refine and collect user preference data to better inform transit decisions
- Recommend approach to proximal placement of housing and transit
- Frame requirements to develop a transit hub(s)
- Implement the use of Granicus to enhance transparency of public meetings
- Maintain a near-term list of projects for possible funding opportunities

The ESTA Board has previously reviewed and approved the ESTA commitments identified in the report. The final report is presented to the ESTA Board at this time to complete the process.

**RECOMMENDATION:**

This item is presented for the Board’s information. No action is required.



# TOML NGO Strategic Alignment 2025

## Final Report – June 1, 2016

TOML Strategic Priorities and Aligned Work Program with NGO Partners supports a shared vision and core values tied to the primary purpose of the strategic plan - to achieve sustainable economic security for the community.

### Acknowledgements - Project Participants:

- ☰ Town of Mammoth Lakes Council, Town Manager, Town Staff
- ☰ Mammoth Lakes Recreation Leadership and Board
- ☰ Mammoth Lakes Tourism Leadership and Board
- ☰ Mammoth Lake Housing Leadership and Board
- ☰ Eastern Sierra Transit Authority Leadership and Board



### Project Facilitator:



HighBar Global Consulting

Michael Ward, Chief Innovation and Strategy Officer, HighBar Global  
Internationally Certified Professional Facilitator, IAF/CPF

**Table of Contents**

Executive Summary..... 3

Images of Greatness – A 2025 Vision ..... 4

2025 Major Goals, 18 Month Strategic Priorities, & Key Objectives ..... 5

Community Core Values ..... 6

18 Month Action Plan – Composite with Leads and All Action Details..... 7

18 Month Action Plan - Formatted as TOML & NGO Quarterly Work Plans ..... 12

    TOML Quarterly Milestones and Workplan..... 13

    MLR Quarterly Milestones and Workplan ..... 18

    MLT Quarterly Milestones and Workplan ..... 21

    MLH Quarterly Milestones and Workplan..... 23

    ESTA Quarterly Milestones and Workplan ..... 25

Communications and Accountability Plan ..... 27

Acronyms Defined..... 28

Council Presentation June 1, 2016..... 29

18 Month Workplan Endnotes..... 30

## Executive Summary

The Town of Mammoth Lakes (TOML) has capitalized on the unique capacities and capabilities of four non-governmental organizations (NGO's) to achieve a 10 year vision of Mammoth Greatness. The collective leadership of the present Town Council, Town Manager, and Executive Directors of the NGO's collaborated over a 10 month period to define strategic priorities, 10 year goals (2025), and align strategic commitments with an 18 Month Action Plan.

**Purpose:** The purpose statement guiding the entire effort was: *Define and activate a strategy driven process that clearly aligns and integrates Mammoth Lakes NGO's (MLT, MLR, MLH, and ESTA) as Strategic Partners with the TOML to achieve sustainable economic security for the community.*

**Process:** The partners convened in a series of council led workshops beginning August 2015 and concluding May 2016 designed, prepared, facilitated, and reported by HighBar Global in close collaboration with the Town Manager. The intention was to build a coordinated, committed, and collaborative approach to the utilization of partner skills and assets to achieve important outcomes for the Town in the short, mid, and long term. NGO Boards of Directors were afforded opportunities to review and comment on workshop outputs following each session. The partners worked tirelessly with sustained commitment to the purpose and planned outcomes.

**Products:** The partnership was successful in producing and achieving consensus on the following products enumerated in this report:

- ✓ **A 2025 Vision**– containing “images” of Mammoth Greatness
- ✓ **Community Core Values** – outlining 5 core values to guide the work and commitments of the partners during both the planning and implementation phases of this project
- ✓ **Headline Goals** – 9 Major Goals the partners hope to achieve together by 2025
- ✓ **Strategic Priorities** – 4 strategic priorities that balance the need for economic vitality, community development, enhanced community amenities, and an effective service-focused municipal operating system
- ✓ **Big Ideas** – 3 catalytic ideas to frame the “rallying cry” for implementing this plan
- ✓ **Council Commitments** – a series of 20 commitments framed under the strategic priorities for outcomes the TOML expects to achieve
- ✓ **18 Month Action Plan** – defines the milestones, commitments, and planned “victories” the partners will address through September 30, 2017 in 6 quarterly increments



### Mammoth Lakes Images of Greatness - 2025 (Town & NGO Work Plan)

**TOML Strategic Priorities and Aligned Work Program with NGO Partners supports a shared vision and core values tied to the primary purpose of the strategic plan - to achieve sustainable economic security for the community.**

#### WE ARE:

- 🏡 A proud, cohesive, well-planned community with clear direction working together regionally to achieve success
- 🏡 A town that has achieved sustainable economic security showcasing:
  - Our unique place
  - Our safe, vibrant, inclusive community
- 🏡 A town with a reputation for proactive leadership and responsive local government
- 🏡 A town that co-exists with the natural environment and connects visitors and locals with great experiences
- 🏡 A community that embraces a culture of stewardship of our mountains and a sense of place
- 🏡 A year-round destination offering the best alpine recreation opportunities in the country
- 🏡 A welcoming, diverse and successful business community with a great entrepreneurial culture
- 🏡 A community that provides affordable regional housing opportunities for the workforce
- 🏡 A community with great air-service and technology connecting Mammoth Lakes to the world
- 🏡 A community that actively builds partnerships with community stakeholders
- 🏡 A community with great people, who work together to constantly improve this Great Place

## 2025 Major Goals, 18 Month Strategic Priorities, & Key Objectives

### NINE MAJOR 2025 GOALS DRIVEN BY

#### THREE “BIG IDEAS”

##### **Focus on Visitation**

**Goal 1:** 10 months with over \$1 million in TOT revenues

**Goal 2:** Expanded job base for employees that affords them the ability to stay in Mammoth

**Goal 3:** Expanded air service to 50,000 enplanements based on demand and terminal capacity

##### **A Unified Vision Creating Community Investment**

**Goal 4:** Broadband utilization is fully integrated into public and private sector operations

**Goal 5:** \$1 billion in new capital investment

**Goal 6:** Story Map in use and utilized to sell Mammoth Lakes as a place to live, work, recreate and invest

**Goal 7:** Expanded housing options to meet demand

##### **To Be the Best Alpine Recreation Destination in the Country**

**Goal 8:** Integrated, sustainable recreation within the region

**Goal 9:** Expanded and enhanced facilities and programs

### Eighteen Month Strategic Priorities and Key Objectives

#### **Strategic Priority: Enhance Our Recreation Based Economy**

- a. Update and implement Economic Vitality Plan and Strategy
- b. Prepare a community economic baseline data model, to be updated on a regular basis
- c. Build out a stable business environment with a focus on growing shoulder months to \$1 million in TOT/month
- d. Financial plan for the airport terminal matching funds of \$5 million in place
- e. Enhanced air service providing 30,000 enplanements with a plan for growth being developed
- f. Enhanced broadband opportunities for visitors, residents and businesses

#### **Strategic Priority: Comprehensive Community Plan**

- a. Develop and maintain a community “Story Map” to communicate a shared vision
- b. Actively engage with developers and financiers to secure new investment
- c. Provide economically and demographically diverse housing opportunities
- d. Create an innovative strategy for the use of existing housing inventory to expand workforce housing
- e. Short-term parking solution for the Village implemented
- f. Long-term, town-wide parking solutions are planned and integrated with our recreation based culture

#### **Strategic Priority: Enhanced Community Amenities Serving Residents and Visitors**

- a. Siting of new trail(s) and new community amenity(s)
- b. Implement strategic plan for investment of Measure U and R revenues
- c. Mammoth Lakes’ interests are reflected in the Inyo National Forest Plan Revision
- d. Participate in the creation of a sustainable recreation program with the Inyo National Forest

#### **Strategic Priority: Effective Municipal Services**

- a. Financial stability:
  - ♦Increased reserves; ♦Growing stable revenue and services; ♦Hire Finance Director; ♦Improved credit rating;
  - ♦Evaluate new financing tools
- b. Recognized as a responsive and efficient local government with improved services such as:
  - ♦Police services; ♦Public works services; ♦Infrastructure; ♦Streamlined permitting; ♦ Improved TOT/TBID/ Business License compliance
- c. Town Council is committed to effectively integrating with MLR, MLT, MLH and ESTA and is utilizing expanded capacities offered by these entities in the provision of services.
- d. Regional solid waste plan in place

## Community Core Values

"WHAT ARE THE CORE COMMUNITY VALUES THAT WILL INFORM OUR PARTNERSHIP?"	
Core Community Values	Partner Commitments
Safe Vibrant Inclusive Community	We Will Ensure Our Community Is Safe, Inviting, Inclusive, & Vibrant
A Natural Active Place	We Strike The Balance Between People, Buildings, And Our Beautiful Natural Environment
You Can Live Here	We Will Foster A Thriving Community Where People Can Live, Work, & Play For The Long-Term
A Memorable Experience	We Will Enhance Memorable Experiences Through Active Community Dialogue
We Are All In It Together	Working Together As Partners Will Lead The Community To Wise Decisions; How Each Decision Strengthens Our Partnerships




**18 Month Action Plan – Composite with Leads and All Action Details**

## TOML Strategic Alignment – FINAL DRAFT – May 20, 2016

### Strategic Priority: Enhance Our Recreation Based Economy

#### Goals for 2025: Big Idea = Focus on Visitation

- Goal 1: 10 months with over \$1 million in TOT revenues
- Goal 2: Expanded job base for employees that affords them the ability to stay in Mammoth
- Goal 3: Expanded air service to 50,000 enplanements based on demand and terminal capacity
- Goal 4: Broadband utilization is fully integrated into public and private sector operations
- Goal 5: \$1 billion in new capital investment

 TOML Commitments	 Kickstart	TIMELINE AND MILESTONES - Due Date: September 30, 2017							 "Victory"
		Q1 4/1/16 to 6/30/16	Q2 7/1/16 to 9/30/16	Q3 10/1/16 to 12/31/16	Q4 1/1/17 to 3/31/17	Q5 4/1/17 to 6/30/17	Q6 7/1/17 to 9/30/17		
a. Update and implement Economic Vitality Plan and Strategy  b. Prepare a community economic baseline data model updated on a regular basis  c. Build out a stable business environment with focus on growing shoulder months to \$1 million in TOT per month  d. Financial plan for the airport terminal matching funds of \$5 million in place  e. Enhanced air service providing 30,000 enplanements with plan for growth being developed  f. Enhanced broadband opportunities for visitors, residents, and business	Initiate economic strategy study  Engagement with air service stakeholders	Priority Phase Projects funding and target markets – <b>MLR</b> <sup>1</sup> Finalize special events strategy and funding– <b>MLR/TOML</b>  Determine which planes will provide sustainable air service given airline plans to stop using existing fleet – <b>MLT/TOML</b>  Explore new markets, refine and define how to achieve 30,000 enplanements – <b>MLT/MMSA/TOML</b>	Tourism Economics Study – <b>TOML/MLT</b>  Implement terminal strategy to raise capital and activate stakeholders (Q1 engage, Q3 Capital) – <b>TOML/MLT</b> <sup>2</sup>  Offer education about broadband capacity as business attraction – <b>TOML</b>	Complete Economic Analysis Study – <b>TOML</b>  Collaborate on what Winter guests are looking for including top experiences– <b>MLR/MLT</b>  Flight scheduling and technology to decrease cancellations – <b>MLT/TOML</b>		Collaborate on what Summer guests are looking for including top experiences – <b>MLR/MLT</b>	Increase TOT shoulder season by one month to \$850,000 <b>MLT/TOML</b> <sup>3</sup>	Special events strategy implemented  30,000 enplanements (annualized)  Terminal construction date set - \$5 million match identified and being secured	






## TOML Strategic Alignment – FINAL DRAFT – May 20, 2016

### Strategic Priority: Comprehensive Community Plan

#### Goals for 2025: Big Idea= A Unified Vision Creating Community Investment

Goal 6: Story Map in use and utilized to sell Mammoth Lakes as a place to live, work, recreate, and invest

Goal 7: Expanded housing options to meet demand




 TOML Commitments	 Kickstart	TIMELINE AND MILESTONES - Due Date: September 30, 2017						 “Victory”
		<b>Q1</b> 4/1/16 to 6/30/16	<b>Q2</b> 7/1/16 to 9/30/16	<b>Q3</b> 10/1/16 to 12/31/16	<b>Q4</b> 1/1/17 to 3/31/17	<b>Q5</b> 4/1/17 to 6/30/17	<b>Q6</b> 7/1/17 to 9/30/17	
a. Develop and maintain a community “Story Map” to communicate a shared vision  b. Actively engage with developers and financiers to secure new investment  c. Provide economically and demographically diverse housing opportunities  d. create an innovative strategy for the use of existing housing inventory to expand workforce housing  e. Short-term parking solution for the Village implemented.  f. Long-term, town-wide parking solutions are planned and integrated with our recreation based culture	Council authorizes hiring of firm to complete “initial” Story Map  Authorized by Council to develop short term parking solution	Retain an entity to develop the Story Map and engagement process - <b>TOML</b>  Story Map 1.0 exhibits existing conditions - <b>TOML</b>  Two tracks: Investment Story Map for Development & Business - <b>TOML/ MLT &amp; MLR</b> Comprehensive Experience Story Map – <b>TOML/MLT/ MLR</b>  Produce the initial 2025 Story Map populated with NGO features and assets – <b>TOML</b>  Develop the village parking solution– <b>TOML</b>	Story Map represents the community as envisioned in 2025 – <b>TOML</b>  Determine what modifications to user preference data would inform the transit system - <b>ESTA</b> <sup>4</sup>  Develop strategies to attract private capital to fund development projects – <b>TOML/NGO’s</b>  Define investment opportunities to include Cap & Trade funds for housing needs– <b>MLH</b>  Provide a competitive profile of how TOML can access housing capital - <b>MLH</b>	Propose a strategy for a mix of rental and ownership housing– <b>MLH</b>  Develop an analysis for the conversion of existing housing inventory to workforce housing– <b>MLH/ TOML</b>	Support investment Story Map with targeted research on potential users of amenities (Initiated Q1) – <b>MLT/ MLR</b>  Recommend approach to proximal placement of housing and transit – <b>TOML/ESTA/ MLH</b>  Complete visitor/ local research on preferences for recreation facilities, transit, associated amenities; Initiated Q1- <b>TOML/ ESTA/ MLR</b>	Frame requirements to develop a transit hub(s) <b>TOML/ESTA</b> <sup>5</sup>	Provide a framework and matrix for asset development to implement the Story Map - <b>TOML</b>	Story Map complete and in use  Housing funding strategy in place for future projects (linked to Story Map)  Village Parking lot open

## TOML Strategic Alignment – FINAL DRAFT – May 20, 2016

### Strategic Priority: Enhanced Community Amenities Serving Residents and Visitors

#### Goals for 2025: Big Idea = To be the best alpine recreation destination in the country

Goal 8: Integrated sustainable recreation through expanded and enhanced facilities and programs




 TOML Commitments	 Kickstart	<b>TIMELINE AND MILESTONES - Due Date: September 30, 2017</b>						 "Victory"
		<b>Q1</b> 4/1/16 to 6/30/16	<b>Q2</b> 7/1/16 to 9/30/16	<b>Q3</b> 10/1/16 to 12/31/16	<b>Q4</b> 1/1/17 to 3/31/17	<b>Q5</b> 4/1/17 to 6/30/17	<b>Q6</b> 7/1/17 to 9/30/17	
a. Siting of new trail(s) and new community amenity(s)  b. Implement strategic plan for investment of Measure U and R revenues  c. Mammoth Lakes' Interests are reflected in the Inyo National Forest Plan Revision  d. Participate in the creation of a sustainable recreation program with the Inyo National Forest	Produce business plans secure capital funds to implement priority projects  Work with partners to effectively manage recreation assets for the benefit of the community including: stewardship, access, maintenance  Participate in the creation of a sustainable recreation program for Mammoth Lakes (community plan, winter rec summit, economic vitality plan)	Identify and secure funding for MLTS – <b>TOML/ MLR</b>  Design, bid and award contract for Trails End Park completion – <b>TOML</b>  Produce and review business plans for MUF/CC, MACC, and OPAC – <b>MLR</b> <sup>6</sup>  Approve preferred site plan for MCP – <b>TOML</b>  Ad hoc Inyo National Forest Task Force developed for sustainable recreation program – <b>TOML</b>	Siting 100 miles of new trails – TOML/ MLR Implement the maintenance plan for current trails – <b>TOML/ MLR</b>  Trails End Park Completion! <b>TOML</b>  Outdoor Performance Arts Center– <b>MLR/ TOML</b> <sup>7</sup>  Completion of Measure R & U strategy - <b>MLR/TOML</b>	Completion of environmental work for Mammoth Creek Park West project – <b>TOML</b>  Mammoth Creek Park West Project funding secured – <b>TOML/ MLR</b>	Completion of final project design work for Park West Project is out to Bid – <b>TOML</b>	Construction on Park West Project – <b>TOML</b>	Construction and completion of Trails End Park – Due Q2  Completed 20 miles of new trails and maintenance of current trails as part of regular work program  Completion of Park West Project – Rink is functional & Community Center constructed  Outdoor Performance Arts Center completed – July 2018	

## TOML Strategic Alignment – Final Plan (June 1, 2016)

### Strategic Priority: Effective Municipal Services

#### Goals for 2025: Big Idea = A “System of Municipal Responsiveness”

Goal 9: Enhanced municipal assets, financial resources, and capabilities deliver effective government with service partners, where appropriate

 TOML Commitments	 Kickstart	<b>TIMELINE AND MILESTONES - Due Date: September 30, 2017</b>						 “Victory”
		Q1 4/1/16 to 6/30/16	Q2 7/1/16 to 9/30/16	Q3 10/1/16 to 12/31/16	Q4 1/1/17 to 3/31/17	Q5 4/1/17 to 6/30/17	Q6 7/1/17 to 9/30/17	
<p>a. Financial stability:</p> <ul style="list-style-type: none"> <li>• Increased reserves</li> <li>• Growing stable revenue and services</li> <li>• Hire finance director</li> <li>• Improved credit rating</li> <li>• Evaluate new financing tools</li> </ul> <p>b. Recognized as a responsive and efficient local government with improved services such as:</p> <ul style="list-style-type: none"> <li>• Police service</li> <li>• Public works services</li> <li>• Infrastructure</li> <li>• Streamline permitting</li> <li>• Improved TOT/TBID/ Business License compliance</li> </ul> <p>c. Town Council is committed to effectively integrating with MLR, MLT, MLH and ESTA and is utilizing expanded capacities offered by these entities in the provision of services.</p> <p>d. Regional solid waste plan in place</p>	<p>Hire Finance Director; open, transparent budget document adopted before 6/30/16</p>	<p>Revisit political commitments in conjunction with REU plan; articulate potential new outcomes – <b>TOML</b></p> <p>Ensure active contracts with aligned contract deliverables for <b>MLH, MLT, MLR, TOML</b></p> <p>Each NGO/ TOML maintain a “near term” list of prospective projects for funding options – <b>ALL</b></p> <p>Determine how to have NGO’s use the Granicus supported meeting space at TOML for more NGO transparency -<b>MLT/ MLH/MLR/ ESTA/TOML</b><sup>8</sup></p>	<p>Determine TOML options for match funding to leverage capital sources (general fund &amp; other ) – <b>TOML</b></p> <p>Identify technology/ equipment improvements that add benefit while lowering costs – <b>TOML</b></p> <p>Identify reserve funds (i.e. REU) &amp; identify how and when these funds can be used – <b>TOML</b></p> <p>Decide staffing requirements needed for effective service levels – <b>TOML</b></p> <p>Develop a Regional Solid Waste Plan - <b>TOML</b></p>	<p>Develop, identify market investment methods and opportunities to attract active private capital – <b>TOML</b></p> <p>Partner with the county to scale/ regionalize service strategies at lower total costs; leading project is a Regional Solid Waste Plan – <b>TOML</b></p>	<p>Develop a spending strategy for identified infrastructure that supports the Story Map – <b>TOML</b></p>	<p>Implement two-tiered content management strategy that achieves: (1) authoritative information, and (2) coordinated dissemination- <b>MLT/ ALL</b><sup>9</sup></p>	<p>Ready to support new projects, development, etc. based on identified Council priorities – (by Q5)</p>	

## **TOML Strategic Alignment – Final Plan (June 1, 2016)**

### **18 Month Action Plan - Formatted as TOML & NGO Quarterly Work Plans**

## TOML Strategic Alignment – Final Plan (June 1, 2016)

### TOML Quarterly Milestones and Workplan

#### Town of Mammoth Lakes Strategic Alignment - Partner Lead Commitments Matrix



Task	Lead	Support Team	Next Steps – Commitments - Notes	Status	
<b>Strategic Priority: Enhance Our Recreation Based Economy</b>					
Q1	Finalize special events strategy and funding - with a preference on shoulder seasons	MLR	TOML	a. MLR is creating a strategy focused on Arts & Culture, Capital Projects and Special Projects b. There needs to be the creation of a task force to create the special events ONLY strategy (or embedded as an element of the MLR strategy?)	a. IP b. TBD
Q1	Determine which planes will provide sustainable air service given airline plans to stop using existing fleet	MLT	TOML		
Q1	Explore new markets, refine and define how to achieve 30,000 enplanements	MLT	MMSA, TOML		
Q2	Tourism Economics Study	TOML	MLT		
Q2	Implement terminal strategy to raise capital and activate stakeholders (Q1 engage, Q3 Capital)	TOML	MLT		
Q2	Offer education about broadband capacity as business attraction	TOML			
Q3	Complete Economic Analysis Study	TOML			
Q3	Flight scheduling and technology to decrease cancellations	MLT	TOML		
Q6	Increase TOT shoulder season by one month to \$850,000	MLT	TOML		

### TOML Strategic Alignment – Final Plan (June 1, 2016)

	Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
<b>Strategic Priority: Comprehensive Community Plan</b>					
Q1	Retain an entity to develop the Story Map and engagement process	TOML			
Q1	Story Map 1.0 exhibits existing conditions	TOML			
Q1	Investment Story Map for Development & Business	TOML	MLT		
Q1	Comprehensive experience to be located on the TOML story map	TOML	MLT, MLR	a. Town Council has approved priority phase projects b. There is a need to confirm the location of the Outdoor Performing Arts Center	a. Complete b. IP
Q1	Produce the initial 2025 Story Map populated with NGO features & assets	TOML			
Q1	Develop the village parking solution	TOML			
Q2	Story Map represents the community as envisioned in 2025	TOML			
Q2	Develop strategies to attract private capital to fund development projects	TOML	ALL NGO's		
Q3	Develop an analysis for the conversion of existing housing inventory to workforce housing	MLH	TOML		
Q4	Recommend approach to proximal placement of housing and transit	TOML	ESTA, MLH		
Q4	Complete visitor/ local research on preferences for recreation facilities, transit, associated amenities; Initiated Q1	TOML	ESTA, MLR		

### TOML Strategic Alignment – Final Plan (June 1, 2016)

	Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
Q5	Frame requirements to develop a transit hub(s)	TOML	ESTA		
Q6	Provide a framework and matrix for asset development to implement the Story Map	TOML			
<b>Strategic Priority: Enhanced Community Amenities Serving Residents and Visitors</b>					
Q1	Identify and secure funding for MLTS	TOML	MLR	<ul style="list-style-type: none"> <li>a. There is an annual line item from Measure R for \$300,000 aligned with the trails projects</li> <li>b. The challenge is the development and approval of the CCSA's, SUP's and the environmental reviews to complete the work.</li> </ul>	<ul style="list-style-type: none"> <li>a. Complete</li> <li>b. IP</li> </ul>
Q1	Design, bid and award contract for Trails End Park completion	TOML			
Q1	Approve preferred site plan for MCP	TOML			
Q1	Complete the long term lease agreement for the MACC	MLR	TOML, ML Foundation, Kern College District	<ul style="list-style-type: none"> <li>a. There is a need for a long term lease agreement between the parties to support the operations of the MACC</li> </ul>	<ul style="list-style-type: none"> <li>a. IP</li> </ul>
Q1	Ad hoc Inyo National Forest Task Force developed for sustainable recreation program	TOML			
Q2	Siting 100 miles of new trails	TOML	MLR		
Q2	Implement the maintenance plan for current trails	TOML	MLR		
Q2	Trails End Park Completion	TOML			
Q2	Outdoor Performance Arts Center	MLR	TOML		
Q2	Completion of Measure R & U strategy	MLR	TOML		

### TOML Strategic Alignment – Final Plan (June 1, 2016)

	Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
Q3	Completion of environmental work for Mammoth Creek Park West project	TOML			
Q3	Mammoth Creek Park West Project funding secured	TOML	MLR		
Q4	Completion of final project design work for Park West Project is out to Bid	TOML			
Q5	Construction on Park West Project	TOML			
<b>Strategic Priority: Effective Municipal Services</b>					
Q1	Revisit political commitments in conjunction with REU plan; articulate potential new outcomes	TOML			
Q1	Ensure active NGO contracts are aligned with the TOML priorities and deliverables	TOML	ALL NGO's	a. MLR to craft their work based on the 16-17 deliverables	a. IP
Q1	Have the NGO's use the Granicus supported meeting space in Suite Z at TOML for more transparency	TOML	ALL NGO's		
Q2	Determine TOML options for match funding to leverage capital sources (general fund & other )	TOML			
Q2	Identify technology/ equipment improvements that add benefit while lowering costs	TOML			
Q2	Identify reserve funds (i.e. REU) & identify how and when these funds can be used	TOML			



### TOML Strategic Alignment – Final Plan (June 1, 2016)

	Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
Q2	Decide staffing requirements needed for effective service levels	TOML			
Q2	Develop a Regional Solid Waste Plan	TOML			
Q3	Develop, identify market investment methods and opportunities to attract active private capital	TOML			
Q3	Partner with the county to scale/ regionalize service strategies at lower total costs; leading project is a Regional Solid Waste Plan	TOML			
Q4	Develop a spending strategy for identified infrastructure that supports the Story Map	TOML			
Q5	Implement two-tiered content management strategy that achieves: (1) authoritative information, and (2) coordinated dissemination	TOML	ALL		

## TOML Strategic Alignment – Final Plan (June 1, 2016)

### MLR Quarterly Milestones and Workplan

#### Town of Mammoth Lakes Strategic Alignment - Partner Lead Commitments Matrix



Task	Lead	Support Team	Next Steps – Commitments - Notes	Status	
<b>Strategic Priority: Enhance Our Recreation Based Economy</b>					
Q1	Complete internal marketing to support Priority Phase Projects for funding and target markets	MLR	MLT	a. TC to approve draft five year R & U Budget recommendations b. Identify and engage potential sponsors	a. IP b. IP
Q1	Finalize special events strategy and funding - with a preference on shoulder seasons	TOML	MLR, MLT & Chamber	c. MLR is creating a strategy focused on Arts & Culture, Capital Projects and Special Projects d. Needs a task force to create the special events ONLY strategy (or embedded as an element of the MLR strategy?)	c. IP d. TBD
Q3	Collaborate on what Winter guests are looking for including top experiences	MLR	MLT		
Q5	Collaborate on what Summer guests are looking for including top experiences	MLR	MLT		
<b>Strategic Priority: Comprehensive Community Plan</b>					
Q1	Create elements of the comprehensive experience to be located on the TOML story map	MLR	MLT & TOML	c. Town Council has approved priority phase projects d. There is a need to confirm the location of the Outdoor Performing Arts Center	c. Complete d. IP
Q2	Develop strategies to attract private capital to fund development projects	TOML	ALL NGO's		
Q4	Support investment Story Map with targeted research on potential users of amenities (Initiated Q1)	MLT	MLR		
Q4	Complete visitor/ local research on preferences for recreation facilities, transit, associated amenities; Initiated Q1	TOML	ESTA, MLR		

## TOML Strategic Alignment – Final Plan (June 1, 2016)

Task	Lead	Support Team	Next Steps – Commitments - Notes	Status	
<b>Strategic Priority: Enhanced Community Amenities Serving Residents and Visitors</b>					
Q1	Identify and secure funding for MLTS	TOML	MLR	<ul style="list-style-type: none"> <li>c. There is an annual line item from Measure R for \$300,000 aligned with the trails projects</li> <li>d. The challenge is the development and approval of the CCSA's, SUP's and the environmental reviews to complete the work.</li> </ul>	<ul style="list-style-type: none"> <li>c. Complete</li> <li>d. IP</li> </ul>
Q1	Produce and review business plans for the Priority Phase Projects including MUF/CC, Park West, MACC and Outdoor Performing Arts Center	MLR	TOML, MLT Foundation, and Event Partners	<ul style="list-style-type: none"> <li>a. The drafts are complete with a need for the budgetary items to create operations plans.</li> <li>b. Collaborate with partners to create business plans &amp; project prospectus for the Priority Phase Projects</li> <li>c. There are drafts of these prospectus with a need for designs to ascertain the costs for these amenities to identify partners to secure funding – “sell the dream”</li> </ul>	<ul style="list-style-type: none"> <li>a. IP</li> </ul>
Q1	Complete the long term lease agreement for the MACC	MLR	TOML, ML Foundation, Kern College District	<ul style="list-style-type: none"> <li>b. There is a need for a long term lease agreement between the parties to support the operations of the MACC</li> </ul>	<ul style="list-style-type: none"> <li>b. IP</li> </ul>
Q2	Siting 100 miles of new trails	TOML	MLR		
Q2	Implement the maintenance plan for current trails	TOML	MLR		
Q2	Outdoor Performance Arts Center	MLR	TOML		
Q2	Completion of Measure R & U strategy	MLR	TOML		
Q3	Mammoth Creek Park West Project funding secured	TOML	MLR		
<b>Strategic Priority: Effective Municipal Services</b>					
Q1	Ensure active NGO contracts are aligned with the TOML priorities and deliverables	TOML	MLR	<ul style="list-style-type: none"> <li>b. MLR to craft their work based on the 16-17 deliverables</li> </ul>	<ul style="list-style-type: none"> <li>b. IP</li> </ul>
Q1	Each NGO maintain a “near term” list of prospective projects for funding options	MLR	MLR Board, ALL	<ul style="list-style-type: none"> <li>a. Create a funding matrix to include sponsors and grant opportunities</li> </ul>	<ul style="list-style-type: none"> <li>a. IP</li> </ul>

### TOML Strategic Alignment – Final Plan (June 1, 2016)

	Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
Q1	Have the NGO's use the Granicus supported meeting space in Suite Z at TOML for more transparency	MLR	MLR Board	a. MLR actively uses the Granicus system and Suite Z for their Board meetings	a. Complete
Q5	Implement two-tiered content management strategy that achieves: (1) authoritative information, and (2) coordinated dissemination	MLT	ALL		

## TOML Strategic Alignment – Final Plan (June 1, 2016)

### MLT Quarterly Milestones and Workplan

#### Town of Mammoth Lakes Strategic Alignment - Partner Lead Commitments Matrix



Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
<b>Strategic Priority: Enhance Our Recreation Based Economy</b>				
Q1	Determine which planes will provide sustainable air service given airline plans to stop using existing fleet	MLT	TOML	
Q1	Explore new markets, refine and define how to achieve 30,000 enplanements	MLT	MMSA, TOML	
Q2	Tourism Economics Study	TOML	MLT	
Q2	Implement terminal strategy to raise capital and activate stakeholders (Q1 engage, Q3 Capital)	TOML	MLT	
Q3	Collaborate on what <b>Winter</b> guests are looking for including top experiences	MLR	MLT	
Q3	Flight scheduling and technology to decrease cancellations	MLT	TOML	
Q5	Collaborate on what <b>Summer</b> guests are looking for including top experiences	MLR	MLT	
Q6	Increase TOT shoulder season by one month to \$850,000	MLT	TOML	
<b>Strategic Priority: Comprehensive Community Plan</b>				
Q1	Investment Story Map for Development & Business	TOML	MLT	

## TOML Strategic Alignment – Final Plan (June 1, 2016)

	Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
Q1	Create elements of the comprehensive experience to be located on the TOML story map	TOML	MLT, MLR		
Q2	Develop strategies to attract private capital to fund development projects	TOML	ALL NGO's		
Q4	Support investment Story Map with targeted research on potential users of amenities (Initiated Q1)	MLT	MLR		
<b>Strategic Priority: Enhanced Community Amenities Serving Residents and Visitors</b>					
Q1	Produce and review business plans for the Priority Phase Projects including MUF/CC, Park West, MACC and Outdoor Performing Arts Center	MLR	TOML, MLT Foundation, and Event Partners	<ul style="list-style-type: none"> <li>d. The drafts are complete with a need for the budgetary items to create operations plans.</li> <li>e. Collaborate with partners to create business plans &amp; project prospectus for the Priority Phase Projects</li> <li>f. There are drafts of these prospectus with a need for designs to ascertain the costs for these amenities to identify partners to secure funding – “sell the dream”</li> </ul>	b. IP
<b>Strategic Priority: Effective Municipal Services</b>					
Q1	Ensure active NGO contracts are aligned with the TOML priorities and deliverables	MLT	MLH, MLR, TOML	c. MLT to craft their work based on the 16-17 deliverables	c. IP
Q1	Each NGO maintain a “near term” list of prospective projects for funding options	MLT	ALL	b. Create a funding matrix to include sponsors and grant opportunities	b. IP
Q1	Have the NGO's use the Granicus supported meeting space in Suite Z at TOML for more transparency	MLT	ALL	b. MLT actively uses the Granicus system and Suite Z for their Board meetings	b. IP
Q5	Implement two-tiered content management strategy that achieves: (1) authoritative information, and (2) coordinated dissemination	MLT	ALL		

## TOML Strategic Alignment – Final Plan (June 1, 2016)

### MLH Quarterly Milestones and Workplan

#### Town of Mammoth Lakes Strategic Alignment - Partner Lead Commitments Matrix



Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
<b>Strategic Priority: Enhance Our Recreation Based Economy</b>				
<b>Strategic Priority: Comprehensive Community Plan</b>				
Q1	Each NGO/ TOML maintain a “near term” list of prospective projects for funding options	ALL		
Q2	Develop strategies to attract private capital to fund development projects	TOML	All NGO’s	
Q2	Define investment opportunities to include Cap & Trade funds for housing needs	MLH		
Q2	Provide a competitive profile of how TOML can access housing capital	MLH		
Q3	Propose a strategy for a mix of rental and ownership housing	MLH		
Q3	Develop analysis for the conversion of existing housing inventory to workforce housing	MLH	TOML	
Q4	Recommend approach to proximal placement of housing and transit	TOML	ESTA, MLH	
<b>Strategic Priority: Enhanced Community Amenities Serving Residents and Visitors</b>				

### TOML Strategic Alignment – Final Plan (June 1, 2016)

	Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
<b>Strategic Priority: Effective Municipal Services</b>					
Q1	Ensure active NGO contracts are aligned with the TOML priorities and deliverables	MLH	MLT, MLR, TOML	d. MLH to craft their work based on the 16-17 deliverables	d. IP
Q1	Each NGO maintain a “near term” list of prospective projects for funding options	MLH	ALL	c. Create a funding matrix to include sponsors and grant opportunities	c. IP
Q1	NGO’s use the Granicus supported meeting space in Suite Z at TOML for more transparency	MLH	ALL	c. MLH actively uses the Granicus system and Suite Z for their Board meetings	c. IP
Q5	Implement two-tiered content management strategy that achieves: (1) authoritative information, and (2) coordinated dissemination	MLT	ALL		



## TOML Strategic Alignment – Final Plan (June 1, 2016)



### ESTA Quarterly Milestones and Workplan

#### Town of Mammoth Lakes Strategic Alignment - Partner Lead Commitments Matrix

Task	Lead	Support Team	Next Steps – Commitments - Notes	Status	
<b>Strategic Priority: Enhance Our Recreation Based Economy</b>					
<b>Strategic Priority: Comprehensive Community Plan</b>					
Q2	Determine what modifications to user preference data would inform the transit system	ESTA			
Q2	Develop strategies to attract private capital to fund development projects	TOML	All NGO's		
Q4	Recommend approach to proximal placement of housing and transit	TOML	ESTA, MLH		
Q4	Complete visitor/ local research on preferences for recreation facilities, transit, associated amenities; Initiated Q1	TOML	ESTA, MLR		
Q5	Frame requirements to develop a transit hub(s)	TOML	ESTA		
<b>Strategic Priority: Enhanced Community Amenities Serving Residents and Visitors</b>					
<b>Strategic Priority: Effective Municipal Services</b>					
Q1	Ensure active NGO contracts are aligned with the TOML priorities and deliverables	TOML	ALL	e. ESTA to craft their work based on the 16-17 deliverables	e. IP
Q1	Each NGO maintain a “near term” list of prospective projects for funding options	TOML	ALL	d. Create a funding matrix to include sponsors and grant opportunities	d. IP

### TOML Strategic Alignment – Final Plan (June 1, 2016)

	Task	Lead	Support Team	Next Steps – Commitments - Notes	Status
Q1	Have the NGO's use the Granicus supported meeting space in Suite Z at TOML for more transparency	TOML	ALL	d. ESTA actively uses the Granicus system and Suite Z for their Board meetings	d. IP
Q5	Implement two-tiered content management strategy that achieves: (1) authoritative information, and (2) coordinated dissemination	TOML	ALL		

# TOML Strategic Alignment – Final Plan (June 1, 2016)

## Communications and Accountability Plan

### How Project Updates Might Be Conducted

The following are proposed components of a simple but disciplined approach to communications between project partners and with the community at large. All strategic plan initiatives are prone to drift from original intention to issues commanding the present attention of participants. A disciplined program of dialogue, review/preview, and regular reporting will help to support continuous improvement and active engagement by partners and the Mammoth Lakes community.

Suggested components:

- ☞ Monthly check-ins for the first 3 months to review progress on actions and milestones
  - Town Manager and Project leads
- ☞ End-of-Quarter reviews by the Town Manager and 4 NGO Executive Directors to:
  - Assess progress, refine milestones and/or timing, make plan improvements
  - Report to Council as a standing agenda item quarterly
- ☞ Provide a Strategic Plan web page with reference documents for each phase of the project
- ☞ Report to the community with periodic dialogue sessions
- ☞ Conduct an annual review workshop with Council to refining the action plan

## **TOML Strategic Alignment – Final Plan (June 1, 2016)**

### **Acronyms Defined**

TOML – Town of Mammoth Lakes

MLR – Mammoth Lakes Recreation

MLH – Mammoth Lakes Housing

MLT – Mammoth Lakes Tourism

ESTA – Eastern Sierra Transit Authority

NGO – Non Governmental Organization

TOT – Transient Occupancy Tax

TBID – Tourism Business Improvement District

MMSA – Mammoth Mountain Ski Association

INF – Inyo National Forest

MUF/CC – Multi-Use Facility/ Community Center

MACC – Mammoth Arts and Cultural Center

OPAC – Outdoor Performing Arts Center

MCP – Mammoth Creek Park

## **TOML Strategic Alignment – Final Plan (June 1, 2016)**

### **Council Presentation June 1, 2016**

See Slide Deck Attached

## TOML Strategic Alignment – Final Plan (June 1, 2016)

### 18 Month Workplan Endnotes

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<sup>1</sup> MLR is not able to use R &U to raise funds

<sup>2</sup> Identify air service including airlines and aircraft

<sup>3</sup> Define “shoulder season” and identify Critical Success Factors that predict months likely to achieve the \$850k target TOT

<sup>4</sup> Differentiate user preferences for residents vs. visitors

<sup>5</sup> Need a transit hub that delivers users to key access points (like the “Union Station” model);

<sup>6</sup> MACC is dependent on outside partner

<sup>7</sup> Outdoor performing arts center may require forest service participation and a funding partner

<sup>8</sup> Granicus use focused on primary board meetings only

<sup>9</sup> Initiated in Q1