



**INYO-MONO BROADBAND CONSORTIUM  
ADVISORY COUNCIL**

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**AGENDA**

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**Thursday, November 1, 2018 at 9:00a.m.**

**Town of Mammoth Lakes Council Chambers  
437 Old Mammoth Road, Ste Z, Mammoth Lakes California**

**AND**

**Bishop City Council Chambers  
301 West Line Street, Bishop, California**

**AND**

**Starbucks  
3512 Interstate 40  
Amarillo, TX 79103**

**VIA TELECONFERENCE**

**NOTICES TO THE PUBLIC**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting please contact the Clerk of the Council at 760-873-5863. Notification 48 hours prior to the meeting will enable the City of Bishop or Town of Mammoth Lakes to make reasonable arrangements to ensure accessibility to this meeting. (See 42 USCS 12132, 28CFR 35.130)

Full agenda packets are available for the public to review in the Office of the Clerk of the Council (City of Bishop, City Hall, 377 West Line Street, Bishop, California. 93514). Any writing distributed less than 72 hours prior to the meeting will be available for public inspection in the Office of the Clerk of the Council (City of Bishop, City Hall, 377 West Line Street, Bishop, California. 93514). Copies will also be provided at the appropriate meeting.

Members of the public desiring to speak on a matter appearing on the agenda should ask the Chair for the opportunity to be heard when the item comes up for Council consideration. NOTE: Comments for all agenda items are limited to a speaking time of three minutes.

## **Inyo-Mono Broadband Consortium (IMBC) Advisory Council Members**

City of Bishop – Private Sector Representative Christopher Carmichael

City of Bishop – Public Sector Representative Beth Himelhoch

City of Bishop – Tribal Sector Representative Phillip Fowler

Inyo County – Private Sector Representative Charles James

Inyo County – Public Sector Representative Justin Norcross – Vice Chair

Inyo County – Tribal Sector Representative Jesse Archer

Mono County - Private Sector Representative Ron Day Mono

County - Public Sector Representative Jeff Simpson Mono

County - Tribal Sector Representative Tina Braithwaite

Town of Mammoth Lakes\* – Business Representative – Jessica Kennedy

Town of Mammoth Lakes\* – Lodging/Recreation Representative – Emily Woods

Town of Mammoth Lakes – Public Sector Representative – Christie Osborne - Chair

\*Note: The Town of Mammoth Lakes does not have a Native American tribe within their city limits. Therefore, the Town Council recommended the appointment of a representative from the business community and a representative from the lodging/recreation community in order to provide fair representation for the Town of Mammoth Lakes.

1. CALL TO ORDER
2. ROLL CALL
3. PUBLIC COMMENT – NOTICE TO THE PUBLIC: This time is set aside to receive public comment on matters not calendared on the agenda. When recognized by the Chair, please state your name and address for the record and please limit your comments to three minutes. Under California law the Inyo-Mono Broadband Consortium Advisory Council is prohibited from generally discussing or taking action on items not included in the agenda; however, the Inyo-Mono Broadband Consortium Advisory Council may briefly respond to comments or questions from members of the public. Therefore, the Inyo-Mono Broadband Consortium Advisory Council will listen to all public comment but will not generally discuss the matter or take action on it.
4. IMBC GRANT EXTENSION STATUS / WORK PLAN CHECK-IN – Report out on six-month extension which was granted by the California Public Utilities Commission and revised Work Plan/Budget - Mono County & Town of Mammoth Lakes Information Technology Director Nate Greenberg.
5. ESCOG REPORT OUT – Receive an update from Chair Osborne and Councilmember Day from the 10/19/18 Eastern Sierra Council of Governments meeting.
6. WEBSITE/BRANDING SUB-COMMITTEE REPORT OUT – Receive update on status of website and branding efforts – Christie Osborne, IMBC Chair.
7. ECONOMIC DEVELOPMENT SUB-COMMITTEE REPORT OUT – Receive update on status of Economic Development sub-committee efforts – Councilmembers Ron Day & Jeff Simpson.

8. BUSINESS RETENTION & EXPANSION SURVEY RESULTS – Receive presentation by Councilmember Kennedy on the key findings from the Mono County & Town of Mammoth Lakes Business Retention & Expansion survey.

9. FUTURE MEETING SCHEDULE

10. CALL FOR AGENDA ITEMS FOR NEXT MEETING(S)

11. ADJOURNMENT



## INYO-MONO BROADBAND CONSORTIUM

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PO Box 7657 | 437 OLD MAMMOTH ROAD, STE. 228 MAMMOTH LAKES, CA 93546  
(760) 924-1819 • FAX (760) 924-1697 • [ngreenberg@mono.ca.gov](mailto:ngreenberg@mono.ca.gov)

Nate Greenberg  
*Director, Mono County IT*

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November 1, 2018

**To** Inyo Mono Broadband Consortium Advisory Council  
**From** Nate Greenberg – Director, Mono County IT  
**Subject** Inyo-Mono Broadband Consortium Grant Extension Request & Status

### **Recommendation**

Informational item only.

### **Discussion**

The California Public Utilities Commission approved the six-month grant extension requested by the Inyo-Mono Broadband Consortium, extending the end-date of the IMBC to June 30, 2018.

### **Fiscal Impact**

The grant modification reduces the total project funding over the three-year period to \$63,558.

### **Work Plan Alignment**

#### **Initiative Focus Area**

- 1. Sustainability and Expansion of Broadband Infrastructure
- 2. Policy, Strategy, & Agency Engagement
- 3. Case Studies, Pilot Programs, & Analyses
- 4. Broadband Education & Adoption Campaign

#### **Work Category**

- Access
- Adoption

## PUBLIC UTILITIES COMMISSION

505 VAN NESS AVENUE  
SAN FRANCISCO, CA 94102-3298



October 2, 2018

Nate Greenberg  
Mono County IT Director  
437 Old Mammoth Road, ste. 228  
Mammoth Lakes, CA 93546

**Subject: *California Advanced Services Fund Consortia –Extension Request and Work Plan and Budget Reduction Approval for Inyo-Mono Broadband Consortium***

Dear Mr. Greenberg:

The purpose of this letter is to inform you that the CPUC approves Inyo-Mono Broadband Consortium's (IMBC) request for an operation extension and a work plan and budget reduction, effective October 2, 2018. This approval of the grant extension and work plan and budget reduction requires IMBC to complete the revised work plan and budget by June 30, 2019.

On October 26, 2016, the CPUC approved \$105,216 in grant funding to IMBC from the California Advanced Services Fund (CASF). The award is based on IMBC's compliance with all guidelines, requirements and conditions associated with the CASF award as specified in Decision (D.) 11-06-038 and Resolution T-17537, including the requirement to complete the project two years after the agreed upon start date, by November 27, 2018.

On July 20, 2018, IMBC submitted a two-year no-cost extension request stating that work did not truly begin in earnest until June 2017. Staff reviewed the request and asked IMBC to resubmit the request reducing the time extension and to provide supporting documentation showing revisions to the work plan and budget. On September 14, 2018, IMBC submitted a memo requesting an extension until June 30, 2019. IMBC also submitted a revised work plan and budget reduction request from \$105,216 to \$63,558 (see Attachment work plan and budget). In both documents, time frames and budget associated with each Goal have been reevaluated and reduced to reflect the delayed start on the work plan and the extension.

We are compelled to remind IMBC that, as a grant recipient, it is expected to comply with all guidelines, requirements and conditions associated with the CASF as specified in D.11-06-038 and Resolution T-17537. Specifically, IMBC's grant award is predicated on compliance with the CASF requirements including but not limited to the mandate the project must be completed, by November 27, 2018. Also, CASF rules require if the grantee fails to perform in accordance with the terms of approval granted by the Commission, the Commission may withhold subsequent grant disbursements or suspend or terminate the grant as warranted, and the grantee will be required to reimburse some or all the funds it has received.

IMBC did not notify CD staff until July 2018 even though IMBC was aware work did not begin until June 2017, and the start date for the approved work plan was November 27, 2016. As such, IMBC did not comply with the requirements in D.11-06-038.

Despite this, the CPUC approves the request so that IMBC can complete the revised work plan. Specifically, IMBC must complete the revised work plan and budget by June 30, 2019. Be advised that all payments are subject to audit and other verification for compliance with Commission orders and directives. If, at a later date, portions of the payment are found to be out of compliance, Communications division will inform you, by letter, of the status of any adjustments. If this happens, the IMBC will be responsible for refunding the disallowed amount along with appropriate interest at rates determined in accordance with applicable Commission decisions.

This extension and work plan and budget reduction approval does not change any other condition approved in Resolution T-17537, except to extend the IMBC grant until June 30, 2019. The disbursement of funds is subject to the requirements set forth in D.11-06-038 and Resolution T-17537, including the submission of progress reports and supporting documentation for payment reimbursement.

Please contact Connie Chen with questions, either via phone at (415) 703-2124 or email [connie.chen@cpuc.ca.gov](mailto:connie.chen@cpuc.ca.gov).

We look forward to continuing to work with you and your team.

Sincerely,

A handwritten signature in black ink, appearing to read "Cynthia Walker", with a long horizontal flourish extending to the right.

Cynthia Walker, Director  
Communications Division

Att: Extension request memo, revised work plan and revised budget



## INYO-MONO BROADBAND CONSORTIUM

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Nate Greenberg  
*Director, Mono County IT*

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September 14, 2018

California Public Utilities Commission  
Communications Division  
Attn: CASF Consortia Grant Administrator  
505 Van Ness Avenue, 3rd FL  
San Francisco, CA 94102-3298

Grant Administrator,

This letter is to formally request a six-month extension for the Inyo-Mono Broadband Consortium (IMBC).

The IMBC was incepted on January 1, 2017 as a project under the Eastern Sierra Council of Governments (ESCOG) which consists of the four member agencies of Inyo County, Mono County, the City of Bishop, and Town of Mammoth Lakes. At the time the Work Plan was drafted by Inyo and Mono Counties, it was believed that a combination of staff from each agency, as well as individuals appointed to the Advisory Council would be responsible for the majority of the work in this plan.

It took the better part of 2017 for the four agencies to select their appointees to the Advisory Council, and work did not truly begin in earnest on the Work Plan until June 2017 – this is the primary reason that no Quarterly Reports were submitted for Year 1. Since that time, a good bit of work has been done to move several of the work areas forward. Unfortunately, beginning earlier this year, all agencies have been saddled with significant work loads and reduced staffing which have slowed the overall efforts of the IMBC.

As a result of this, and a collective desire to continue to push forward on the original goals established in the Work Plan, the IMBC is respectfully requesting a six month, no cost extension for the Consortium. Our intention is to leverage the existing budget allocated to the IMBC and dig in to complete several of the work efforts outlined. As part of this, we are requesting a slight budget modification to re-allocate money from one program area or line item to another and omit other work items all together. Our intention is to wrap up all Consortium work by June 30, 2019.

We appreciate the opportunity to continue to work with the CPUC on this effort and deliver on the goals established in the Work Plan. Should you have any questions or concerns, please do not hesitate to contact me.

Regards,

A handwritten signature in blue ink that reads "Nate Greenberg".

Nate Greenberg  
Director – Mono County Information Technology  
Staff Lead - IMBC

**YEAR 1 PROPOSED BUDGET**

Name of Consortium: **Inyo-Mono Broadband Consortium**

Requested Budget Total: **\$73,558**

Requested Budget Year 1, Fiscal Year: **\$2,308**

Budget Line Item	1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	4A	4B	Amount Funded by CASF
Personnel/ Staff Compensation inclusive of all benefits, payroll taxes, contributions, etc. <sup>1</sup>				\$475							\$400	\$1,433	
Travel													
Equipment													
Hardware													
Software													
Office Supplies, Printing, & Postage													
Training/Educational Supplies													
Advertising and Promotion													
Conferences, meetings, and conventions													
Consultants													
Consortium Overhead & Indirect Costs													
Other Expenses													
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$475</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400</b>	<b>\$1,433</b>	<b>\$2,308</b>

1. Attach personnel names, titles, and position descriptions (see Staff tab)

**YEAR 2 PROPOSED BUDGET**

Name of Consortium: Inyo-Mono Broadband Consortium  
 Requested Budget Total: \$73,558  
 Requested Budget Year 2, Fiscal Year: \$11,250

Budget Line Item	1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	4A	4B	Attestation Report	Amount Funded by CASF
Personnel/ Staff Compensation inclusive of all benefits, payroll taxes, contributions, etc. <sup>1</sup>	\$1,250											\$2,500		
Travel														
Equipment														
Hardware														
Software														
Office Supplies, Printing, & Postage														
Training/Educational Supplies														
Advertising and Promotion											\$500			
Conferences, meetings, and conventions														
Consultants						\$2,500					\$4,500			
Consortium Overhead & Indirect Costs														
Other Expenses														
<b>TOTAL</b>	<b>\$1,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$2,500</b>		<b>\$11,250</b>

1. Attach personnel names, titles, and position descriptions (see Staff tab)

**YEAR 3 PROPOSED BUDGET**

Name of Consortium: Inyo-Mono Broadband Consortium  
 Requested Budget Total: \$73,558  
 Requested Budget Year 3, Fiscal Year: \$60,000

Budget Line Item	1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	4A	4B	Attestation Report	Amount Funded by CASF
Personnel/ Staff Compensation inclusive of all benefits, payroll taxes, contributions, etc. <sup>1</sup>	\$2,500		\$2,000	\$2,000								\$2,500		\$9,000
Travel														\$0
Equipment														\$0
Hardware														\$0
Software														\$0
Office Supplies, Printing, & Postage														\$0
Training/Educational Supplies														\$0
Advertising and Promotion						\$7,500								\$7,500
Conferences, meetings, and conventions														\$0
Consultants	\$0					\$5,000		\$15,000	\$7,500		\$6,000			\$33,500
Consortium Overhead & Indirect Costs														\$0
Other Expenses													\$10,000	
<b>TOTAL</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$12,500</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$7,500</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$2,500</b>	<b>\$10,000</b>	<b>\$60,000</b>

1. Attach personnel names, titles, and position descriptions (see Staff tab)

Staff	1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	4A	4B	5	Organization	Title	Position Description	Hourly Rate
Joel Hickok				77							100	120		Mono County	GIS Specialist	Application development & GIS data and program management	\$52
Nate Greenberg				24							20	20		Mono County	IT Director	Oversee IT/GIS for Mono County & Town of Mammoth Lakes. Manage communications and broadband initiatives.	\$80
Stacey Simon														Mono County	County Counsel	Provide inside legal counsel for County of Mono, CA	\$120
Meeting Clerk	40																\$55
<b>Staff Total</b>	<b>\$2,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,924</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,800</b>	<b>\$7,840</b>	<b>\$0</b>				

**INYO-MONO BROADBAND CONSORTIUM**  
YEAR 1 WORK PLAN

Activity	Description	Oversight	Estimated Start	Target Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	Budget
1A	IMBC Advisory Council	Town of Mammoth Lakes	Y1 Q3	Y3 Q2		X	X	X	Informed decision making with clear direction for ongoing consortia activity	
1B	IMBC Provider Council	Mono County	N/A	N/A					Strategies to inform adoption campaigns; informed sub-grant awards; cogent local government investments.	
1C	Demand Aggregation Studies	Mono County	Y2 Q4	Y3 Q2					Strategies and partners for future infrastructure deployment.	
1D	Service Level Interactive Map	Mono County	Y1 Q3	Y3 Q2		X	X	X	Map showing broadband service at the address level across region.	\$475
2A	Policy Review & Update	Town of Mammoth Lakes	N/A	N/A					Standardized policy adoption.	
2B	Regional Branding Initiative	Town of Mammoth Lakes	Y1 Q3	Y3 Q2			X	X	Regional brand associated with appropriate broadband adoption and deployment.	
2C	Communications Strategic Plan	Mono County	N/A	N/A					Regional Communications Strategic Plan	
2D	Economic Development Strategy	Mono County	Y2 Q4	Y3 Q2					Regional Broadband Economic Development Strategic Plan	
3A	Online Presence Case Studies	Mono County	Y2 Q4	Y3 Q2					Updated metrics on business benefit relative to having an online presence.	
3B	Public WiFi Case Study	Mono County	N/A	N/A					White paper or formal case study on benefits and shortcomings of Public WiFi.	
4A	IMBC Website	Mono County	Y1 Q3	Y3 Q2		X	X	X	IMBC website; Consortium exposure; regional awareness.	\$400
4B	Broadband Access Tool	Mono County	Y1 Q3	Y3 Q2		X	X	X	Broadband Access Tool distributed in web, app, and print formats.	\$1,433
Attestation Report					Y3 Q2	Y3 Q2				
									<b>TOTAL</b>	<b>\$2,308</b>

**INYO-MONO BROADBAND CONSORTIUM**  
YEAR 2 WORK PLAN

Activity	Description	Oversight	Estimated Start	Target Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	Budget
1A	IMBC Advisory Council	Town of Mammoth Lakes	Y1 Q3	Y3 Q2	X	X	X	X	Informed decision making with clear direction for ongoing consortia activity	\$1,250
1B	IMBC Provider Council	Mono County	N/A	N/A					Strategies to inform adoption campaigns; informed sub-grant awards; cogent local government investments.	
1C	Demand Aggregation Studies	Mono County	Y2 Q4	Y3 Q2				X	Strategies and partners for future infrastructure deployment.	
1D	Service Level Interactive Map	Mono County	Y1 Q3	Y3 Q2	X	X	X	X	Map showing broadband service at the address level across region.	
2A	Policy Review & Update	Town of Mammoth Lakes	N/A	N/A	X	X	X	X	Standardized policy adoption.	
2B	Regional Branding Initiative	Town of Mammoth Lakes	Y1 Q3	Y3 Q2	X	X	X	X	Regional brand associated with appropriate broadband adoption and deployment.	\$2,500
2C	Communications Strategic Plan	Mono County	N/A	N/A					Regional Communications Strategic Plan	
2D	Economic Development Strategy	Mono County	Y2 Q4	Y3 Q2				X	Regional Broadband Economic Development Strategic Plan	
3A	Online Presence Case Studies	Mono County	Y2 Q4	Y3 Q2				X	Updated metrics on business benefit relative to having an online presence.	
3B	Public WiFi Case Study	Mono County	N/A	N/A					White paper or formal case study on benefits and shortcomings of Public WiFi.	
4A	IMBC Website	Mono County	Y1 Q3	Y3 Q2	X	X	X	X	IMBC website; Consortium exposure; regional awareness.	\$5,000
4B	Broadband Access Tool	Mono County	Y1 Q3	Y3 Q2	X	X	X	X	Broadband Access Tool distributed in web, app, and print formats.	\$2,500
Attestation Report										
					Y3 Q2	Y3 Q2				
<b>TOTAL</b>										<b>\$11,250</b>

**INYO-MONO BROADBAND CONSORTIUM**  
YEAR 3 WORK PLAN

Activity	Description	Oversight	Estimated Start	Target Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	Budget
1A	IMBC Advisory Council	Town of Mammoth Lakes	Y1 Q3	Y3 Q2	X	X			Informed decision making with clear direction for ongoing consortia activity	\$2,500
1B	IMBC Provider Council	Mono County	N/A	N/A					Strategies to inform adoption campaigns; informed sub-grant awards; cogent local government investments.	
1C	Demand Aggregation Studies	Mono County	Y2 Q4	Y3 Q2	X	X			Strategies and partners for future infrastructure deployment.	\$2,000
1D	Service Level Interactive Map	Mono County	Y1 Q3	Y3 Q2	X	X			Map showing broadband service at the address level across region.	\$2,000
2A	Policy Review & Update	Town of Mammoth Lakes	N/A	N/A					Standardized policy adoption.	
2B	Regional Branding Initiative	Town of Mammoth Lakes	Y1 Q3	Y3 Q2	X	X			Regional brand associated with appropriate broadband adoption and deployment.	\$12,500
2C	Communications Strategic Plan	Mono County	N/A	N/A					Regional Communications Strategic Plan	
2D	Economic Development Strategy	Mono County	Y2 Q4	Y3 Q2	X	X			Regional Broadband Economic Development Strategic Plan	\$15,000
3A	Online Presence Case Studies	Mono County	Y2 Q4	Y3 Q2	X	X			Updated metrics on business benefit relative to having an online presence.	\$7,500
3B	Public WiFi Case Study	Mono County	N/A	N/A					White paper or formal case study on benefits and shortcomings of Public WiFi.	
4A	IMBC Website	Mono County	Y1 Q3	Y3 Q2	X	X			IMBC website; Consortium exposure; regional awareness.	\$6,000
4B	Broadband Access Tool	Mono County	Y1 Q3	Y3 Q2	X	X			Broadband Access Tool distributed in web, app, and print formats.	\$2,500
Attestation Report										
					Y3 Q2	Y3 Q2				<b>TOTAL</b>
										<b>\$50,000</b>

**INYO-MONO BROADBAND CONSORTIUM**  
YEAR 1 WORK PLAN

Activity	Description	Oversight	Estimated Start	Target Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	Budget
1A	IMBC Advisory Council	Town of Mammoth Lakes	Y1 Q3	Y3 Q2		X	X	X	Informed decision making with clear direction for ongoing consortia activity	
1B	IMBC Provider Council	Mono County	N/A	N/A					Strategies to inform adoption campaigns; informed sub-grant awards; cogent local government investments.	
1C	Demand Aggregation Studies	Mono County	Y2 Q4	Y3 Q2					Strategies and partners for future infrastructure deployment.	
1D	Service Level Interactive Map	Mono County	Y1 Q3	Y3 Q2		X	X	X	Map showing broadband service at the address level across region.	\$475
2A	Policy Review & Update	Town of Mammoth Lakes	N/A	N/A					Standardized policy adoption.	
2B	Regional Branding Initiative	Town of Mammoth Lakes	Y1 Q3	Y3 Q2			X	X	Regional brand associated with appropriate broadband adoption and deployment.	
2C	Communications Strategic Plan	Mono County	N/A	N/A					Regional Communications Strategic Plan	
2D	Economic Development Strategy	Mono County	Y2 Q4	Y3 Q2					Regional Broadband Economic Development Strategic Plan	
3A	Online Presence Case Studies	Mono County	Y2 Q4	Y3 Q2					Updated metrics on business benefit relative to having an online presence.	
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4A	IMBC Website	Mono County	Y1 Q3	Y3 Q2		X	X	X	IMBC website; Consortium exposure; regional awareness.	\$400
4B	Broadband Access Tool	Mono County	Y1 Q3	Y3 Q2		X	X	X	Broadband Access Tool distributed in web, app, and print formats.	\$1,433
Attestation Report			Y3 Q2	Y3 Q2						
									<b>TOTAL</b>	<b>\$2,308</b>

**INYO-MONO BROADBAND CONSORTIUM**  
YEAR 2 WORK PLAN

Activity	Description	Oversight	Estimated Start	Target Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	Budget
1A	IMBC Advisory Council	Town of Mammoth Lakes	Y1 Q3	Y3 Q2	X	X	X	X	Informed decision making with clear direction for ongoing consortia activity	\$1,250
1B	IMBC Provider Council	Mono County	N/A	N/A					Strategies to inform adoption campaigns; informed sub-grant awards; cogent local government investments.	
1C	Demand Aggregation Studies	Mono County	Y2 Q4	Y3 Q2				X	Strategies and partners for future infrastructure deployment.	
1D	Service Level Interactive Map	Mono County	Y1 Q3	Y3 Q2	X	X	X	X	Map showing broadband service at the address level across region.	
2A	Policy Review & Update	Town of Mammoth Lakes	N/A	N/A	X	X	X	X	Standardized policy adoption.	
2B	Regional Branding Initiative	Town of Mammoth Lakes	Y1 Q3	Y3 Q2	X	X	X	X	Regional brand associated with appropriate broadband adoption and deployment.	\$2,500
2C	Communications Strategic Plan	Mono County	N/A	N/A					Regional Communications Strategic Plan	
2D	Economic Development Strategy	Mono County	Y2 Q4	Y3 Q2				X	Regional Broadband Economic Development Strategic Plan	
3A	Online Presence Case Studies	Mono County	Y2 Q4	Y3 Q2				X	Updated metrics on business benefit relative to having an online presence.	
3B	Public WiFi Case Study	Mono County	N/A	N/A					White paper or formal case study on benefits and shortcomings of Public WiFi.	
4A	IMBC Website	Mono County	Y1 Q3	Y3 Q2	X	X	X	X	IMBC website; Consortium exposure; regional awareness.	\$5,000
4B	Broadband Access Tool	Mono County	Y1 Q3	Y3 Q2	X	X	X	X	Broadband Access Tool distributed in web, app, and print formats.	\$2,500
Attestation Report			Y3 Q2	Y3 Q2						
									<b>TOTAL</b>	<b>\$11,250</b>

**INYO-MONO BROADBAND CONSORTIUM**  
YEAR 3 WORK PLAN

Activity	Description	Oversight	Estimated Start	Target Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	Budget
1A	IMBC Advisory Council	Town of Mammoth Lakes	Y1 Q3	Y3 Q2	X	X			Informed decision making with clear direction for ongoing consortia activity	\$2,500
1B	IMBC Provider Council	Mono County	N/A	N/A					Strategies to inform adoption campaigns; informed sub-grant awards; cogent local government investments.	
1C	Demand Aggregation Studies	Mono County	Y2 Q4	Y3 Q2	X	X			Strategies and partners for future infrastructure deployment.	\$2,000
1D	Service Level Interactive Map	Mono County	Y1 Q3	Y3 Q2	X	X			Map showing broadband service at the address level across region.	\$2,000
2A	Policy Review & Update	Town of Mammoth Lakes	N/A	N/A					Standardized policy adoption.	
2B	Regional Branding Initiative	Town of Mammoth Lakes	Y1 Q3	Y3 Q2	X	X			Regional brand associated with appropriate broadband adoption and deployment.	\$12,500
2C	Communications Strategic Plan	Mono County	N/A	N/A					Regional Communications Strategic Plan	
2D	Economic Development Strategy	Mono County	Y2 Q4	Y3 Q2	X	X			Regional Broadband Economic Development Strategic Plan	\$15,000
3A	Online Presence Case Studies	Mono County	Y2 Q4	Y3 Q2	X	X			Updated metrics on business benefit relative to having an online presence.	\$7,500
3B	Public WiFi Case Study	Mono County	N/A	N/A					White paper or formal case study on benefits and shortcomings of Public WiFi.	
4A	IMBC Website	Mono County	Y1 Q3	Y3 Q2	X	X			IMBC website; Consortium exposure; regional awareness.	\$6,000
4B	Broadband Access Tool	Mono County	Y1 Q3	Y3 Q2	X	X			Broadband Access Tool distributed in web, app, and print formats.	\$2,500
<b>Attestation Report</b>			Y3 Q2	Y3 Q2						
									<b>TOTAL</b>	<b>\$50,000</b>

## YEAR 1 PROPOSED BUDGET

**Name of Consortium:** Inyo-Mono Broadband Consortium  
**Requested Budget Total:** \$63,558  
**Requested Budget Year 1, Fiscal Year:** \$2,308

Budget Line Item	1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	4A	4B	Amount Funded by CASF
Personnel/ Staff Compensation inclusive of all benefits, payroll taxes, contributions, etc. <sup>1</sup>				\$475							\$400	\$1,433	
Travel													
Equipment													
Hardware													
Software													
Office Supplies, Printing, & Postage													
Training/Educational Supplies													
Advertising and Promotion													
Conferences, meetings, and conventions													
Consultants													
Consortium Overhead & Indirect Costs													
Other Expenses													
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$475</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400</b>	<b>\$1,433</b>	<b>\$2,308</b>

1. Attach personnel names, titles, and position descriptions (see Staff tab)

**YEAR 2 PROPOSED BUDGET**

**Name of Consortium:** Inyo-Mono Broadband Consortium  
**Requested Budget Total:** \$63,558  
**Requested Budget Year 2, Fiscal Year:** \$11,250

Budget Line Item	1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	4A	4B	Attestation Report	Amount Funded by CASF
Personnel/ Staff Compensation inclusive of all benefits, payroll taxes, contributions, etc. <sup>1</sup>	\$1,250											\$2,500		
Travel														
Equipment														
Hardware														
Software														
Office Supplies, Prrinting, & Postage														
Training/Educational Supplies														
Advertising and Promotion											\$500			
Conferences, meetings, and conventions														
Consultants						\$2,500					\$4,500			
Consortium Overhead & Indirect Costs														
Other Expenses														
<b>TOTAL</b>	<b>\$1,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$2,500</b>		<b>\$11,250</b>

1. Attach personnel names, titles, and position descriptions

(see Staff tab)

**YEAR 3 PROPOSED BUDGET**

**Name of Consortium:** Inyo-Mono Broadband Consortium  
**Requested Budget Total:** \$63,558  
**Requested Budget Year 3, Fiscal Year:** \$50,000

Budget Line Item	1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	4A	4B	Attestation Report	Amount Funded by CASF
Personnel/ Staff Compensation inclusive of all benefits, payroll taxes, contributions, etc. <sup>1</sup>	\$2,500		\$2,000	\$2,000								\$2,500		\$9,000
Travel														\$0
Equipment														\$0
Hardware														\$0
Software														\$0
Office Supplies, Prrinting, & Postage														\$0
Training/Educational Supplies														\$0
Advertising and Promotion						\$7,500								\$7,500
Conferences, meetings, and conventions														\$0
Consultants	\$0					\$5,000		\$15,000	\$7,500		\$6,000			\$33,500
Consortium Overhead & Indirect Costs														\$0
Other Expenses														
<b>TOTAL</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$12,500</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$7,500</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$50,000</b>

1. Attach personnel names, titles, and position descriptions (see Staff tab)

Staff	1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	4A	4B	5	Organization	Title	Position Description	Hourly Rate
Joel Hickok				77							100	120		Mono County	GIS Specialist	Application development & GIS data and program management	\$52
Nate Greenberg				24							20	20		Mono County	IT Director	Oversee IT/GIS for Mono County & Town of Mammoth Lakes. Manage communications and broadband initiatives.	\$80
Stacey Simon														Mono County	County Counsel	Provide inside legal counsel for County of Mono, CA	\$120
Meeting Clerk	40																\$55
<b>Staff Total</b>	<b>\$2,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,924</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,800</b>	<b>\$7,840</b>	<b>\$0</b>				

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## INYO-MONO BROADBAND CONSORTIUM

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Nate Greenberg  
*Director, Mono County IT*

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November 1, 2018

**To** Inyo Mono Broadband Consortium Advisory Council  
**From** Nate Greenberg – Director, Mono County IT  
**Subject** Economic Development Strategic Plan

### Recommendation

1. Approve proposal as provided by SMG Consulting
2. Direct staff to enter into contract with SMG Consulting

### Discussion

The focus of the Economic Development Strategic Plan is to develop a unified approach which leverages the unique opportunities provided by Digital 395 in order to use broadband as a driver for diversifying the economic base throughout the region.

After the last Advisory Council meeting, the Economic Development Sub-Committee engaged SMG Consulting based on their previous work and existing relationship with Mono County Economic Development. The proposal included herein was provided to us based on information gathered from sub-committee members.

### Fiscal Impact

Up to \$15,000 which is fully budgeted in the revised IMBC Work Plan and Budget.

### Work Plan Alignment

#### **Initiative Focus Area**

- 1. Sustainability and Expansion of Broadband Infrastructure
- 2. Policy, Strategy, & Agency Engagement
- 3. Case Studies, Pilot Programs, & Analyses
- 4. Broadband Education & Adoption Campaign

#### **Work Category**

- Access
- Adoption



*"Ideas and solutions for your competitive world."*

Jeff Simpson  
Economic Development Manager, Mono County  
452 Old Mammoth Road  
3rd Floor, Suite 306  
Mammoth Lakes, CA 93546

Jeff,

It was great talking to you Monday. I think the new realities of climate change are something we in the Sierra will be adjusting to for a while. I wanted to get back to you with a scope of work for the development of a regional broadband economic development strategic plan on behalf of the Inyo - Mono Broadband Consortium. For several years, I have followed the progress of Digital 395 and have been interested in how this technology can bring positive economic development changes both the public and private sector on the Eastern Sierra. To that end, I wanted to provide you with a proposed scope of work to develop a plan and approach to now take advantage of this technology development program.

Please review and if you have any questions, please let me know.

Best,

Carl Ribaud  
President  
SMG Consulting

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## Our Approach

Our approach is a three-phased process we believe will be necessary for success.



### Phase 1 – Understanding

We look to understand all aspects of the project. What the expectations are as well as the knowledge and insight the consortium might have with regards to the project. We also will look to gain insight from additional outside sources. All in an effort to have thorough understanding of the situation.

### Phase 2 – Creating

Once we understand the situation, we focus on a process to design and create strategies achieve the goals of the consortium. This is where the creativity of strategy development meets the assets identified in the previous step. How do we use the available assets to their optimal use?

### Phase 3 – Transforming

Once we create strategies, we develop the steps to transform those strategies into real changes that benefit the region using digital technology.

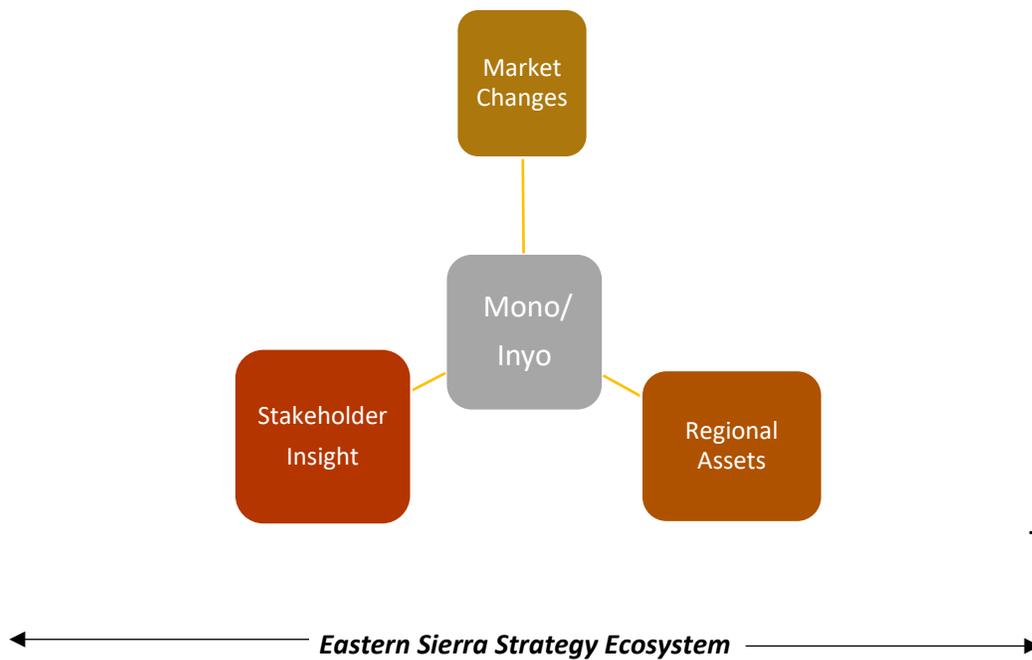
## Methodology

The proposed strategy development process is a comprehensive approach that will help make implementation of broadband economic development strategy more effective.

### Overview

The proposed strategic design process is a holistic process that is designed to surface the real opportunities to not only the implementation of the broadband strategies but also leverage related economic development and community assets.

**SMG Consulting 3-Point Strategy Design Approach**



The SMG approach captures the key elements necessary to develop a successful broadband implementation strategy.

- The first dimension is a **macro dimension** that includes a review of the dynamic economic development elements in the Mono/Inyo region. Here we ask about what significant changes in the marketplace are occurring that broadband can take advantage of or be wary of.
- The second dimension is a **Regional Assets perspective** which includes perspective and insight from the Eastern Sierra region. What is the opportunity that broadband digital can leverage to bring about a positive economic outcome using available assets? How can broadband be a tipping point for an improved regional economic development outcome?
- The third dimension includes a **stakeholder industry viewpoint** which provides perspective and insight from a variety of stakeholders within the Eastern Sierra Region.

The proposed process is a comprehensive approach that is outlined below:

**Phase 1- Understanding**

**Task 1.1 Information collection of community assets including but not limited to the following:**



- **Key macroeconomic development issues are impacting the Inyo- Mono County region.**
- **Regional hard assets- that can leverage broadband**
  - ✓ Public sector assets
  - ✓ Private sector assets
- **Regional Culture and Values**
  - ✓ How does broadband currently impact the region?
  - ✓ What are potential opportunities for broadband to impact the region?

**Task 1.2 Review supporting documents/information**

- Review all pertinent documents related to Digital 395 and broadband.
- Review potential case studies from other regions that can serve as examples of broadband implementation.

**Task 1.3 Interviews/meetings**

- SMG will conduct interviews with key persons
    - ✓ Consortium members
    - ✓ **Tribal leaders**
    - ✓ Special districts
    - ✓ Other key personal TBD
- 

**Phase 2- Creating**

In this phase, we focus on bringing together the information that was gained in the first phase and working to create a cohesive broadband implementation strategy.

**Task 2.1 Confirming the goals and objective**

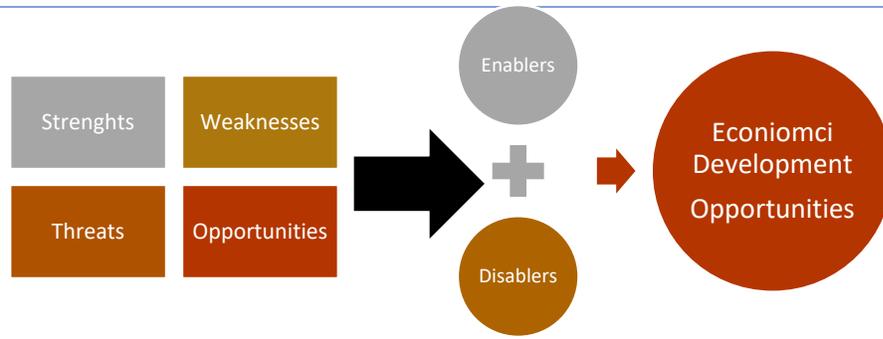
- SMG will work with the consortium to define the broadband goals and objectives.

**Task 2.1 Define the Final Destination.**

- What place do you want to be in 18 months, 36 months?

**Task 2.2 Opportunities Analysis**

- Unlike a standard SWOT analysis, we go deeper, because the real goal is not just to identify the broadband opportunities. But to also identify the enablers and disablers of the major opportunities available.



### Task 2.3 Strategy Development

- The final step in this phase is the actual crafting of specific strategies designed to improve the implementation of broadband the Inyo/ Mono region.
  - ✓ How will new additional assets benefit the Eastern Sierra?
  - ✓ How should the region leverage broadband while best utilizing existing assets?

At the end of this phase, we will have identified the core strategies necessary for the implementation of the broadband strategy.

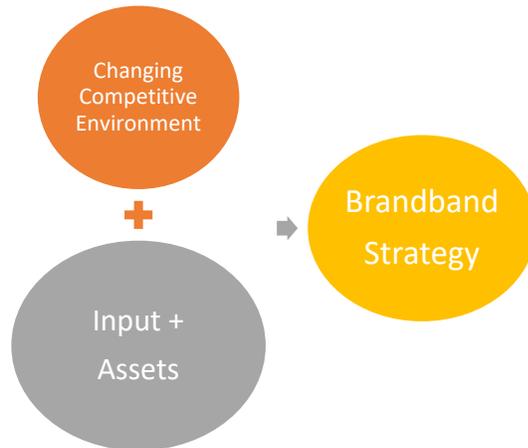
### Phase 3-Transforming

- ✓ In this phase, we work to bring it all together with specific action steps to guide the implementation of the identified strategies and begin the transformation of the region digital opportunities making the destination a more dynamic economic development competitor.

The core element of any destination strategy is ***adapting to change*** and how the Eastern Sierra broadband strategy can be a change agent for broader economic development opportunities.

### Task 3.1 Follow-up: Bringing it all together

The final step is the most critical, bringing all of the information together and developing or refining the broadband strategy.



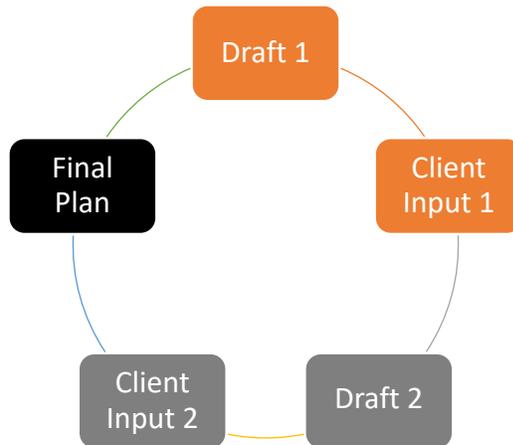
### Task 3.2 Draft and Final Report Process/Implementation/action steps and timeline

- Define the specific implementation elements for each strategy.
- What is the buy-in strategies for key stakeholders and partners? What steps need to be taken?
- How will the outcomes of the new strategy be implemented into the agenda of the key organizations?
- Measurement
  - ✓ Identify measurement components to measure goal attainment effectively.
  - ✓ How often will measurement goals and objectives be completed?

### Task 3.3 Strategy Input

- The new “Draft” plan is circulated to the client (and stakeholders) for feedback and suggestion, and this *iterative process may occur several times* to provide the best final plan possible.

**NOTE: THIS STEP IS AN INTEGRAL PART OF THE PLAN DEVELOPMENT PROCESS.**



#### Follow-Up

Once SMG Consulting completes the strategy we provide ongoing support which includes the following:

- Unlimited phone calls at no charge. If you have a question we have an answer and you can call us at no cost.
- Progress review. At some point either three months, six months or 12 months we will schedule a formal review to see how the implementation of the plan is progressing and what if any changes need to be made. We can do this either by an online meeting or if required, in person.



## **Deliverables**

In considering this important project, SMG Consulting will develop a broadband strategy with consideration to the following specific deliverables.

- Summary of why broadband matters to economic development.
- Case studies of other success stories from other regions.
- Region-specific actions plans.
- Tribal nation specific recommendations.
- Special district specific recommendations. (Schools, water districts, fire departments, etc.)
- Recommendations on leveraging assets we currently have. (tourism, ag, etc.)
- Quantifiable results for each outcome or recommendation.
- Scenarios on worst-case outcomes or if we do nothing.

These deliverables will be integrated into the final strategy document.



## Project Fees

	Hours	Rate	Amount	Total
<b>Phase 1: Understanding</b>				
Task 1 Information Collection/Regional Assets				
Task 1.2 Review supporting documents				
Task 1.3 Interviews				
<b>Total Hours</b>	<b>15</b>	<b>\$200</b>	<b>\$3,000</b>	
<b>Phase 2: Creating</b>				
Task 2.1 Confirm Vision and Mission				
Task 2.2 Define the organizations final destination				
Task 2.3 Opportunities Analysis				
Task 2.4 Strategy Development				
<b>Total Hours</b>	<b>10</b>	<b>\$200</b>	<b>\$2,000</b>	
<b>Phase 3: Transforming</b>				
3.1 Bringing it all together				
3.2 Draft and Final Report Development Process				
3.3 Final Strategy Input				
<b>Total Hours</b>	<b>15</b>	<b>\$200</b>	<b>\$3,000</b>	
<b>Sub Total</b>				<b>\$8,000</b>
<b>Travel Expenses:</b>				
	<b>Hours</b>	<b>Rate</b>	<b># Trips</b>	<b>Amount</b>
2 Trips anticipated				
- Travel Time (SLT-Esatern Sierra-SLT)	6	\$100.00	2	\$1,200
	<b>Miles</b>	<b>Rate</b>	<b># Trips</b>	<b>Amount</b>
Mileage ( 350 Milles Round Trip)	350	0.55	2	\$385
	<b># Nights</b>	<b>Rate</b>	<b>Tax</b>	<b>Amount</b>
Lodging	2	\$125	10%	\$275.00
Food and Beverage	4	\$50		\$200
<b>Sub Total</b>				<b>\$2,060.00</b>
<b>Project Total</b>				<b>\$10,060.00</b>

### Payment Information

Our standard payment program to be mutually agreed upon by both SMG Consulting and the client is as follows:

Payment 1: one/half upon acceptance of the proposal

Payment 2: one/half upon submission of the final strategy



Note: To complete this project promptly SMG Consulting will need the following support:

- Access to pertinent operational information
- Assistance in setting up workshops/interviews, including the following:
  - Location
  - Flip chart and markers
  - Outreach to potential attendees
- Assistance/contact information for scheduling key stakeholder interviews

SMG

This project comes with the SMG Consulting guarantee for your total satisfaction.



## INYO-MONO BROADBAND CONSORTIUM

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Nate Greenberg  
*Director, Mono County IT*

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November 1, 2018

**To** Inyo Mono Broadband Consortium Advisory Council  
**From** Nate Greenberg – Director, Mono County IT

**Subject** Business Retention and Expansion Survey Results

### **Recommendation**

Informational item. Direct staff and sub-committees as appropriate.

### **Discussion**

Earlier this year the Mono County Economic Development Department and Mammoth Lakes Chamber of Commerce partnered to survey 131 businesses throughout Mono County. The goal of the survey was to better understand the current state of business and their needs.

Broadband and technology were key topics of conversation by many of the survey participants. This item will report out the survey results and give Council Members an opportunity to infuse some of the findings into future sub-committee work.

### **Fiscal Impact**

None.

### **Work Plan Alignment**

#### **Initiative Focus Area**

- 1. Sustainability and Expansion of Broadband Infrastructure
- 2. Policy, Strategy, & Agency Engagement
- 3. Case Studies, Pilot Programs, & Analyses
- 4. Broadband Education & Adoption Campaign

#### **Work Category**

- Access
- Adoption

## 2018 Business Retention & Expansion Survey - Broadband Findings Mammoth Lakes Chamber of Commerce

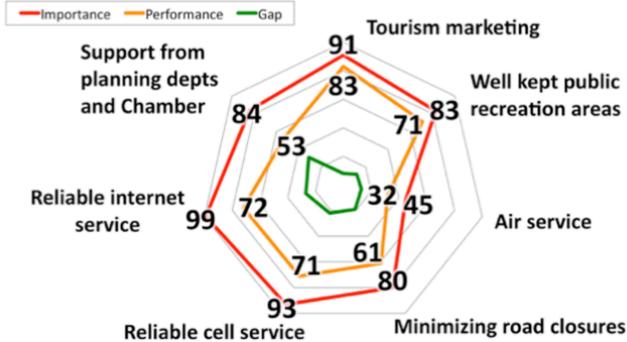
Mono County Economic Development and the Mammoth Lakes Chamber of Commerce surveyed 131 businesses in 2018 (80 in Mono County, 51 in Mammoth Lakes). The survey was 97 questions long, and the margin of error is +/- 8.5% for the aggregate data. Below are the findings that relate to broadband internet connectivity in Mono County & Mammoth Lakes.

The survey shows some gaps in terms of the importance of various topics compared to how well their needs are being met. **Reliable internet service is cited as the most important issue by 99%**, and another **74% say it is critical to their business growth to be able to offer high quality internet access** to guests and customers, while just 72% say their needs are currently being well met (**28% say their needs are not well served in this area**).

A lack of understanding may be to blame — while 75% say they understand their options for high speed internet connectivity, only half of local businesses surveyed understand them *very well* and about **one-quarter feel that they do not understand their internet options well at all**.

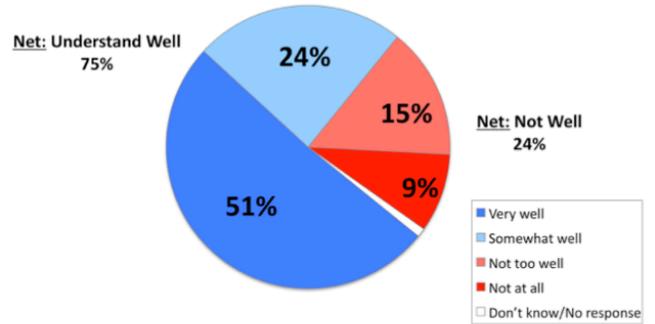
### Importance/Performance

How important are each of the following to your business? And how well are your business' needs currently being met in each of these areas?



### Internet Options

How well do you understand the options you have in Mono County for high speed internet connectivity?



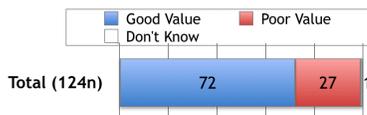
As for value, 72% rate the value they get from their local ISP as good, while 27% rated it as poor. A larger portion of the Mono County businesses surveyed said they got good value than the Mammoth Lakes businesses surveyed.

Businesses are divided over how well the area's overall technology and internet infrastructure meets their growth plan needs, with 25% saying very well, 40% somewhat well, and **27% not too well or not at all**.

For many businesses surveyed, the complaints were not so much about everyday internet service but rather about the times that the internet goes down in the region or town. When this happens, many businesses cannot operate at all (POS systems, reservations, etc.) Reliability is key.

### Internet Value

How would you rate the value you get from the local internet service providers? (Q.39)



### Technology & Internet Needs

How well does the region's overall technology and internet infrastructure meet your company's growth plan needs? (Q.41)

