

# Mono County Community Development Department

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March 1, 2012

Sierra Nevada Conservancy  
ATTN: Grants Administration  
11521 Blocker Drive, Suite 205  
Auburn, CA 95603

**RE: SNC #070327 FINAL PROGRESS REPORT AND DELIVERABLES**

Dear Sierra Nevada Conservancy:

On behalf of the Bureau of Land Management, Inyo National Forest, Humboldt-Toiyabe National Forest, Los Angeles Department of Water and Power, California Department of Fish and Game, CAL-X and the Sierra Business Council, Mono County is pleased to submit the final progress report and deliverables for the Eastern Sierra Land Tenure Project.

Enclosed please find the final progress report, two bound copies of the Eastern Sierra Landownership Adjustment Project Final Report, and a CD containing digital copies of the final project report and other deliverables. We anticipate these products will continue to serve the Eastern Sierra by facilitating landownership adjustments that benefit communities and land management agencies, and may serve as a useful model for other regions.

We would like to express our heartfelt appreciation for the grant funding and general support from the Sierra Nevada Conservancy for this project. We would not have been able to further the environmental, economic and social well-being of the Eastern Sierra without the Conservancy's support. On behalf of our interagency and citizen partners, we send our sincere thanks.

Please feel free to contact us about this project and again, thank you for your support.

Sincerely,



Wendy Sugimura  
Analyst



Sierra Nevada Conservancy-Progress Report

Sierra Nevada Conservancy Grant Program  
Safe Drinking Water, Water Quality and Supply, Flood Control  
River and Coastal Protection Act of 2008 (Proposition 84)

Grantee Name: Mono County

Project title: Eastern Sierra Land Tenure Project

SNC Reference Number: **SNC 070327** Submittal Date: 3/1/2012

Report Preparer: Wendy Sugimura, Mono County Phone #: 760.924.1814  
Vickie Taton, Sierra Business Council Phone #: 760.258.1363

Check one:

6-Month Progress Report

Final Report

6-Month Progress Reports should reflect the previous six months. Final Reports should reflect the entire grant period.

A. **Progress Report Summary:** (Please provide a general description of work completed during this reporting period.)

Since the December 2011 progress report, the following work has been completed:

- The project was re-titled the Eastern Sierra Landownership Adjustment Project (LAP) for public communication purposes. The term "tenure" sounds bureaucratic and unfriendly, so the terminology was adjusted to be more accessible to the general public.
- The final project report was completed, edited and reviewed by the Advisory Committee, and published and presented to the Mono and Inyo County Boards of Supervisors.
- A final Landownership Adjustment Project website was established, with the final report posted, at <http://mono.gis.ca.gov/lap>.
- An interactive GIS map was rebuilt with the Bureau of Land Management's (BLM's) disposal and acquisition inventory and parcels in Mono County identified as a high priority for exchange into public ownership (<http://mono.gis.ca.gov/lap/map>).
- The Sierra Nevada Conservancy advised Mono County that the project budget for administration was over the allowable 15% amount. After further discussion and analysis, the SNC determined the administrative amount was within the 15% allowable amount.

- Following resolution of the budget line items, a final invoice was submitted and corrected in the SNC office, and now this final progress report is being submitted to close the project.

The following summarizes the completed project:

The Eastern Sierra Land Tenure Project, later renamed the Eastern Sierra Landownership Adjustment Project (LAP) for public communication purposes, formally began in the fall of 2008 as a continuation of a regional conversation extending back nearly ten years. A kick-off meeting and general project planning were accomplished before funding was frozen in late 2008 due to State budget difficulties. Public outreach and education to elicit input from communities about land use, community expansion, economic development and the protection of natural resources was originally combined with the Eastern Sierra Corridor Enhancement Plan and the Inyo-Mono Regional Blueprint to maximize public participation and minimize costs. With the project hiatus, the opportunity to coordinate project outreach was lost, along with a great deal of momentum, understanding, and commitment between project partners.

Because the ESLT project was a highly collaborative, complex project requiring cooperation between local, state and federal jurisdictions, the project hiatus essentially required the project to re-start from the beginning to re-establish relationships, common understandings about project goals, and specific program implementation steps. Staff turnover had occurred at all levels of the project, from executive levels in partner agencies to project implementation staff, reinforcing the need to start from the beginning rather than the phase in which the project had been frozen.

In the fall of 2009 after a one-year hiatus, funding was released and a new project implementation team was assembled, the interagency Advisory Committee was reconvened, and the project re-established goals and a shared purpose. The sub-contractor on the project, Design Workshop, updated the Mono and Inyo Boards of Supervisors on the project re-start in June 2010. The Mono Board of Supervisors continued to be supportive, although somewhat exasperated at the apparent revalidation of the same conversation, while the Inyo Board of Supervisors expressed hesitation that had not been a barrier before the project hiatus. Ultimately, the project moved forward with a reduced scope of work for Inyo County in order to ensure political support and comfort, and to meet Inyo County's needs.

In July 2010, a public workshop was held in Lee Vining, Mono County, to provide public outreach and education on landownership adjustments as a planning tool and its potential applications, confirm community visions and goals, and explore conceptual criteria for landownership adjustments. Design Workshop and SBC facilitated the workshop discussions, while the Center for Natural Resources and Environmental Policy (CNREP) presented a white paper on federal land exchange policies, procedures, and pitfalls along with suggested best practices for future exchanges. Participants were

given the opportunity to brainstorm on landownership adjustment possibilities for their communities, ask questions, and offer feedback on land ownership patterns and exchanges in the Eastern Sierra.

Following the workshop, community meetings were hosted in Mono and Inyo counties to continue public discussion about landownership adjustments, including a review of relevant County and community policies, and a discussion of community opportunities, concerns and potential criteria. Mono County staff conducted seven discussions through the Regional Planning Advisory Committees (RPACs), with assistance from SBC at two meetings. Inyo County staff and SBC jointly conducted five meetings through Chambers of Commerce, and civic/rotary clubs. The results of the Inyo County public meetings were presented to the Inyo County Board of Supervisors in October 2010 by SBC. The Board indicated the scope of work for Inyo County had been fulfilled and directed Inyo County staff to not spend any additional time on the project.

In the fall of 2010, concerns over project responsibilities and the scope of work in the contract between Design Workshop and SBC were raised to Mono County. As an agency with local jurisdiction within a regional project, Mono County preferred to minimize our project leadership role to prevent jurisdictional conflict. However, with Inyo County essentially withdrawing from an active role, and as project progress continued to be delayed by lack of resolution between SBC and Design Workshop, Mono County felt compelled to assume the project management role in March of 2011 in order to complete the project on time. Mono County established a detailed work plan for April 2011 through the grant deadline of March 1, 2012 (see Attachment A). Tasks were delegated to SBC, and no further roles were identified for Design Workshop and the Center for Natural Resource and Environmental Policy (CNREP). Mono County assumed a significant workload that had not been anticipated in the budget and the County knew would not be reimbursed.

Late spring of 2011 was spent obtaining deliverables from Design Workshop and following up on incomplete work, such as compiling and analyzing results of the first workshop and outreach meetings, determining next steps, conceptualizing the final product, and coordinating the detailed work plan with SBC.

In the summer of 2011, Mono County staff held six more public outreach meetings, assisted by SBC at one meeting, to identify specific community opportunities and provide feedback on the Bureau of Land Management's (BLM's) disposal and acquisition list, as requested by the BLM. The results were compiled and analyzed by Mono County staff, resulting in textual and graphic inventories of community input and opportunities (see "Section 2. Community and Public Input" of the Final Project Report) and agency recommendations (see below).

As a counterpart to community input, Mono County and SBC researched agency policies, procedures and standards, and interviewed agency staff, to clearly summarize

landownership adjustment methodologies for each agency. Understanding and consolidating this information was time consuming and complex, compounded by limited agency staff time and a lack of detailed understanding of complicated federal procedures. After several months of intensive work in the second half of 2011, Mono County and SBC staff produced project information sheets detailing agency interests, standards and guidelines or criteria/policies, procedures, tools, and references to enabling legislation. These information sheets were checked by the individual agencies for accuracy before incorporation into the final project report, and were formatted as individual “pull out” documents in an appendix to provide a quick reference for policy makers, planners, and the general public.

Based on the extensive public input, discussions with the agencies, and input from the two counties, recommendations were developed for each agency to improve the landownership adjustment process, better address community needs, and increase the communication and collaboration between entities when landownership adjustment opportunities appear. These recommendations were incorporated into the final project report, also formatted as “pull-out” documents in an appendix to provide a quick reference during future agency policy updates.

As 2011 drew to a close, a potential Pilot Project, Adobe Ranch, was identified, analyzed by SBC, and incorporated into the final project report.

SBC began work on the final report in October 2011 and a draft was completed in November 2011. The Advisory Committee was advised of progress and reviewed the final report outline in October 2011. Mono and Inyo counties reviewed and edited an administrative draft in Nov.-Dec. 2011, and the full Advisory Committee met to edit and review the final report in January 2012. The final report was completed in mid-January, 2012.

Presentations were made to both Mono and Inyo County Boards of Supervisors in February 2012. Reports were distributed to all the Advisory Committee members and agencies, and a digital pdf of the final report is linked from the SBC website and the Mono County Landownership Adjustment Project website (<http://mono.gis.ca.gov/LAP>). In addition, an interactive GIS map containing the BLM acquisition/disposal parcels and parcels identified by Mono County as high priorities for public acquisition is available at <http://mono.gis.ca.gov/LAP/map>.

**B. Deliverables or Outcomes completed during this Reporting Period or Milestones Achieved:** (Include specific information, such as public meetings held, agency participation, partnerships developed, or acres mapped, treated or restored.)

The following project deliverables/outcomes were completed since December 2011:

- Develop outline of actions necessary to adopt the plan: as the final work product is a report rather than a plan, the appropriate action was for the Mono and Inyo Boards of Supervisors (BOS) to accept the report. The Eastern Sierra Landownership Adjustment Project final report was presented to the Mono County Board on February 7, 2012. The Mono County BOS accepted the report and approved its submittal to the Sierra Nevada Conservancy by a 5-0 vote, with positive comments offered by all the Supervisors. Supervisor Hazard specifically applauded the accuracy of the report in representing conditions in his district and commended the documentation of rationale behind the various opportunities to inform future decision making. Supervisor Hunt asked if the SNC would use the final report as a potential model for other counties to consider using, and Mono County hopes the SNC will consider his comment. The final project report was presented to and accepted by the Inyo County Board on February 14, 2012.
- The final report is included with this final progress report.
- The final payment invoice was submitted and corrected by the SNC office.
- This final progress report is being submitted to close out the project.

The following table details full project milestones and deliverables:

DETAILED PROJECT DELIVERABLES	TIMELINE	Progress
Project action plan and visioning workshops - develop schedule, agendas, maps, photos, presentations, press releases, outreach flyers, and posters	Oct 2008-Dec 2008	Completed
Community outreach and education workshops and visioning workshops (8): Round #1 workshops to provide education, establish vision, and seek input on how to utilize Land Tenure. Round #2 workshops to establish community criteria for evaluating land exchange proposals.	Round #1: July 2010-Sept 2010 Round #2: July 2011-Aug 2011	Completed
Complete and submit 6 month (restart) progress report to SNC	June 2010	Completed
Complete and submit 12 month progress report to SNC	December 2010	Completed
Prepare draft report with presentations (4) to County Boards of Supervisors and land agencies	Feb. 2012	Completed
Complete and submit 18 month progress report to SNC	June 2011	Completed
Complete and submit 24 month progress report to SNC	December 2011	Completed
Develop an outline of actions necessary to adopt the plan	August 2011	Completed
Prepare final report based on Boards of Supervisors' and land agencies' feedback	Aug-Sept 2011, and Feb. 2012	Completed
<b>Final Report/Final Payment Request</b>	<b>March 1, 2012</b>	<b>Completed</b>

The progress reports should be on file at the SNC, and the final project report is enclosed and a digital copy is included on an enclosed CD. The CD also contains deliverables associated with public outreach, such as powerpoint presentations, handouts, RPAC outreach schedules and agendas, etc; the work plan developed by Mono County after assuming project management, and the staff reports to the Mono and Inyo County Boards of Supervisors. The final project report synthesizes the results from the deliverables, including public outreach and education workshops.

**C. Challenges or Opportunities Encountered:** (Please describe what has worked and what hasn't; include any solutions you initiated to resolve problems. If your project is not on schedule, please explain why here.)

The only new challenge encountered since the December 2011 progress report was the initial determination by SNC within the last month of the project that the budget was over the 15% of allowable administrative fees. Based on the initial determination, this line item had been overspent at this late date.

This challenge was resolved by a subsequent determination by the SNC that the project has not exceeded the 15% administrative amount allowed.

For a description of full project challenges, please see the response to question #7 below.

**D. Compare Actual Costs to Budgeted Costs:** (Please refer to your grant agreement to list your deliverables/budget categories and budgeted costs compared to actual costs incurred during this reporting period in the table below.)

Costs beyond the project budget were absorbed by either Mono County or SBC. Mono County contributed a minimum of 450 staff hours, valued at approximately \$41,400, and SBC contributed approximately \$5,000 in unreimbursed staff time.

PROJECT BUDGET CATEGORIES	Budgeted SNC Dollars	Actual Dollars	Budgeted Augmentation Dollars	Actual Augmentation Dollars
Planning	\$9,000	\$9000	\$2000	\$2000
Educational Outreach	\$24,000	24,000	\$1000	\$1000
Visioning Workshops	\$81,000	81,000	\$5040	\$5040
Draft and Final Reports	\$23,000	23,000		
Administrative Costs	\$20,550	20,550	\$3960	\$3960
<b>GRAND TOTAL</b>	<b>\$157,550</b>	<b>\$157,550</b>	<b>\$12,000</b>	<b>\$12,000</b>

- F. Do you have information to report on the project-specific Performance Measures for your project?** (If so, please list the Performance Measures below and describe your progress.)

See the description of project deliverables or outcomes in Section B.

- G. Were there any other relevant materials produced under the terms of this Agreement that are not a part of the budgeted deliverables? If so, please attach copies.** (Include digital photos, maps, media coverage of project, or other work products.)

All materials and deliverables are included in the final project report:

- Agency information sheets have been developed to simplify the steps used to evaluate and process landownership adjustments. The fact sheets are written in a language that interested laypersons will understand and include references to the relevant agency policies and guidelines.
- Recommendations for agencies and counties emerging from the community outreach and agency interviews were developed and placed in pull-out pages for reference and guidance when updating policies relevant to land ownership.
- Maps for Mono County were developed to show ownership patterns and to identify (in some cases) parcels of interest, either on the agency or community side, for potential land ownership adjustments.
- Photographs of the identified potential pilot project at Adobe Ranch were obtained from Adobe Ranch LLC for use in the report and are included.

- H. Next Steps:** (Work anticipated in the next 6 months, including location and timing of any scheduled events related to the project.)

Please see the response to question #9 below.

## Please Complete this Section for FINAL Report ONLY

### **Capacity-Building Results and Collaboration and Cooperation with Stakeholders:**

(What partnerships did you initiate or strengthen as a result of this project? How did they affect the project outcome? If applicable, how did this grant increase your organization's capacity? What is your plan to sustain this increase?)

Local SBC staff and Mono County Community Planning worked closely together to achieve the goals of the ESLT project. The partnership was critical to keeping the project focused and on track in terms of budget and timeline as well as responsive to local needs and concerns.

Relationships between the land management agencies were strengthened throughout the project, particularly with the BLM, Inyo National Forest, Humboldt-Toiyabe National Forest, and Los Angeles Department of Water and Power. A greater understanding of the missions, policies and constraints of each agency lead to more open conversations about landownership adjustment, recommendations for policy change, and a recognized need for the collaboration and communication to continue.

By working on this project and developing a greater knowledge and understanding of the land exchange process for various agencies, greater capacity now exists within Mono County to assist interested parties with land exchange opportunities.

Involvement in the ESLT project has resulted in Mono County and the land management agencies discussing the possibility of a land tenure subcommittee within the Collaborative Planning Team. Discussion is also taking place in Inyo County with the Natural Resources Advisory Committee and / or the Inyo County Planning Commission as potential homes for a subcommittee that will meet regularly on land tenure issues and possibilities.

## **Description of Project Accomplishments:**

### **1. Most Significant Accomplishment**

Describe in one concise, well-written paragraph, the most significant accomplishment that resulted from this grant.

The most significant accomplishment of the Eastern Sierra Land Tenure Project has been the increased understanding of the many competing and occasionally conflicting forces driving landownership adjustments in the Eastern Sierra. Interested community members are now able to easily find information on land management agency policies and procedures. County planners are able to anticipate potential land exchanges, the timeframes involved with each agency, and incorporate that information into community planning. Land management agencies are aware of community concerns and have recommendations to use in policy updates. There is increased communication and collaboration in the Eastern Sierra around landownership adjustments. The final project report serves as a "one-stop" document for anyone interested in landownership adjustments in the Eastern Sierra, providing all the critical information necessary to work with the various agencies in a single, user-friendly format.

### **2. WOW Factor**

If applicable, please describe anything that happened as a result of the project or during the project that is particularly impressive.

The level of collaboration achieved between the various agencies is highly impressive. For the most part, with Inyo County perhaps being the sole exception, the agencies allowed Mono County and SBC to write up and represent their interests, policies and procedures in a single report, reviewed the work in good faith to ensure accuracy, and then publicly supported the final product.

### **3. Design and Implementation**

When considering the design and implementation of this project, what lessons did you learn that might help other grantees implement similar work?

- a. Identify an agreed-upon project manager that encompasses the entire project area or is a third party at the initiation of the project.
- b. The project implementation team should be local and on the ground, particularly to gain acceptance by Inyo County; leadership from a regional office on an intermittent basis should be avoided.
- c. Avoid project delays! The one-year project hiatus caused, or exacerbated, many challenges.
- d. Limit the number of sub-contractors, and ensure accountability for performance.

### **4. Indirect Impact**

Please describe any indirect benefits of the project such as information that has been developed as a result of the project is being used by several other organizations to improve decision-making, or a conservation easement funded by this grant that encouraged other landowners in the area to have conservation easements on their property.

The recommendations in the LAP final report will be used by the BLM Field Manager in the Bishop office and Mono County in future updates of the BLM Resource Management Plan and Mono County General Plan. In addition, the final report has already been used by Mono County to facilitate a discussion between private parties and the Inyo National Forest to consider a potential land exchange opportunity.

An additional indirect impact is the increased knowledge of project staff, particularly Vickie Taton and Wendy Sugimura, about landownership adjustment mechanisms. As a result, additional capacity now exists in the Eastern Sierra to help entities navigate the complex landownership adjustment arena. With this additional capacity, the length of time and confusion typically associated with initial land ownership adjustment conversations could be dramatically reduced and streamlined.

#### **5. Collaboration and Conflict Resolution**

If you worked in collaboration or cooperation with other organizations or institutions, describe those arrangements and their importance to the project. Also, describe if you encountered conflict in the project and how you dealt with it, or if there was conflict avoided as a result of the project.

##### Collaboration

Local SBC staff and Mono County Community Planning staff worked closely together. The key was constant communication – via email, telephone, and meetings.

The Advisory Committee was made up of representatives from all the involved or interested agencies as well as community members. Regular monthly meetings, frequent email updates, and ample opportunity to review, comment, and edit alleviated early fears and misunderstanding about the goals of the project and resulted in a truly collaborative report.

Although Inyo County was a partner on the grant, the Board of Supervisors was reluctant to direct County staff to spend much time on the project. Although a County Supervisor was on the Advisory Committee as well as planning staff and community members, the Inyo County Board of Supervisors expressed discomfort that Inyo County values and views were not fully reflected in the final report.

##### Conflict Resolution

In the fall of 2010, concerns over project responsibilities and the scope of work in the contract between Design Workshop and SBC were raised to Mono County. As an agency

with local jurisdiction within a regional project, Mono County would have preferred to turn the project over to a third party (e.g. SBC) entirely. However, with Inyo County completing its scope of work in October 2011, and as project progress continued to be impeded by lack of contract resolution between SBC and Design Workshop, a related lack of deliverables by Design Workshop, and lack of project management and technical skills by SBC, Mono County felt compelled to assume the project management role in March of 2011 in order to complete the project on time. Mono County established a detailed work plan for April 2011 through the grant deadline of March 1, 2012 (see Attachment A). Tasks were delegated to SBC, and no further roles were identified for Design Workshop and the Center for Natural Resource and Environmental Policy (CNREP). Mono County assumed a significant workload that had not been anticipated in the budget and the County knew would not be reimbursed.

## **6. Capacity-Building**

SNC is interested in both the capacity of your organization, as well as local and regional capacity. Please describe the overall health of your organization including areas in need of assistance. SNC is interested in the strength and involvement of your board, significant changes to your staff, size and involvement of membership. In addition, describe how your project improved capabilities of partners, or the larger community.

Like most county and municipal governments, the general economic trend is impacting Mono County and causing a reduction in staff and services. The Community Development Department (CDD), which has been the lead on this project, has lost staff through attrition and those positions have, for the most part, not been filled. Current CDD staff is highly qualified, some with Master's degrees, and have experience in managing complex projects, designing and implementing community visioning and policy development, updating the general plan, developing resource management policies, as well as other daily planning projects. In terms of building capacity, Mono County could probably most use technical assistance and grant funding for rural economic development, the conversion of highways into walkable Main Streets, and converting the General Plan into a user-friendly document.

## **7. Challenges**

Did the project face internal or external challenges? How were they addressed? Describe each challenge and any actions that you took to address it. Was there something that SNC did or could have done to assist you? Did you have to change any of your key objectives in response to conditions "on the ground"?

The Landownership Adjustment Project was a complex and challenging effort by the very nature of coordinating multiple agencies at the federal, state and local levels. Adding to this project context are the following challenges that we would like to especially note:

- **Project hiatus due to funding freeze**

The Eastern Sierra Land Tenure Project, later renamed the Eastern Sierra Landownership Adjustment Project (LAP) for public communication purposes, formally began in the fall of 2008 as a continuation of a regional conversation extending back nearly ten years. A kick-off meeting and general project planning were accomplished before funding was frozen in late 2008 due to State budget difficulties. Public outreach and education to elicit input from communities about land use, community expansion, economic development and the protection of natural resources was originally combined with the Eastern Sierra Corridor Enhancement Plan and the Inyo-Mono Regional Blueprint to maximize public participation and minimize costs. With the project hiatus, the opportunity to coordinate project outreach was lost, along with a great deal of momentum, understanding, and commitment between project partners.

Because the ESLT project was a highly collaborative, complex project requiring cooperation between local, state and federal jurisdictions, the project hiatus essentially required the project to re-start from the beginning, and the project was never quite able to re-establish the original level of consensus over project goals.

At the original inception of the project, Mono and Inyo counties were capitalizing on momentum from a recently completed collaborative project on regional housing needs. A shared goal of acquiring more private land near existing communities to meet housing needs had been developed, and a solid working relationship had been established. During the hiatus, Inyo County's goals and commitment changed, the economic recession impacted political intentions in both counties and the project drivers, and the momentum behind the collaborative relationships were diluted by time.

Another significant impact that occurred during the hiatus was the number and degree of staff changes in partner agencies and organizations throughout the entire project, as follows:

- New Field Manager for the Bureau of Land Management (BLM) Bishop Office: The previous field manager had established strong relationships throughout the region, enabling the BLM to provide the regional leadership necessary to elicit political and public support, and had been driving the project for several years before his departure. The new field manager, while supportive and enthusiastic, did not have the time to re-establish robust a leadership position.
- New Forest Supervisor for the Inyo National Forest, US Forest Service: Faced with a variety of other priorities, the project was unable to effectively engage the new Inyo National Forest (INF) Supervisor and his staff until closer to the end of the project. Ultimately, the development of the agency information sheets was the vehicle that enabled project staff to ensure the INF's interests, policies and procedures were accurately represented. INF staff committed a great deal of time and effort to the development and finalization of the information sheets.
- New District Ranger for the Bridgeport District of the Humboldt-Toiyabe National Forest, US Forest Service: Because most of the Humboldt-Toiyabe National Forest is

located in Nevada, the Bridgeport District Ranger is the main contact for issues in the California portion of the Forest. Faced with a variety of other priorities, the project had difficulties engaging the District Ranger until the latter half of the project, when he became very active, attended all the Advisory Committee meetings, and was a valuable contributor.

- Mono County Staff Changes: New project staff was assigned to manage both the grant and assist with the implementation of the project, requiring additional time to educate and inform new staff, and learn the administrative needs of the program. Ultimately, the project staff needed to evolve into the role of full project management and leadership.
- New Inyo County Planning Director: Time and effort were needed to establish a new relationship, educate the new Director, and for the new Director to establish a common understanding and direction with the Inyo Board of Supervisors.
- Sierra Business Council Staff Changes: A new Eastern Sierra Representative was appointed, requiring additional time to learn about the project and its history, establish relationships with project partners, and assume management of the programming and project.
- Additional Changes to Sub-Contracting Staff: Additional time was needed to revisit work plan coordination with sub-contracted organizations to ensure effective product delivery.

While the hiatus did not cause these changes, a better established project could have adjusted to staffing and leadership changes more readily, and the changes would have occurred incrementally if project work was not suspended. Instead, the project was faced with re-initiation under an entirely new cast of participants who did not bring the same level of knowledge or commitment, simply because they had not been involved in the development and evolution of the project.

As a result, a great deal of project time and staff effort was dedicated to re-establishing relationships and common understandings about project goals and implementation. New concerns were raised, and old concerns have had to be addressed again to ensure at least a minimum level of support among the partners.

To solve the problem and complete the project, augmentation funding was required from the Sierra Nevada Conservancy, which still left Mono County with approximately 450 hours of unreimbursed staff time since to complete the project.

- **Lack of regional project lead**

As mentioned above, Mono County was sensitive to our role as an agency with local jurisdiction in a regional project. We tried to delegate the project management role to a third party with no jurisdictional authority, such as SBC, and encourage an agency with jurisdiction over the entire project area, such as the BLM, to assume a project leadership role, but to no avail. As a result, Mono County ended up assuming the project management and lead role in order to complete the project on time, and this was really only made

possible by Inyo County's indication that they had completed their scope of work in late 2010.

The lack of a true project lead at the beginning, coupled with the confusion caused by the hiatus, restart, staff changes, and unresolved contract/performance problems between SBC and Design Workshop, contributed to a lack of decisive project management, leadership and progress. With Mono County assuming project leadership and developing a detailed work plan, these challenges were either resolved or at least did not further impede progress.

- **General comments**

The original project structure included Mono County as the grant recipient, SBC as the contractor to complete the project, Design Workshop as a sub-contractor to SBC, and CNREP as a sub-contractor to Design Workshop. Needless to say, this cumbersome structure created management, performance and communication issues, and was resolved by Mono County assuming the project lead with SBC as the only contractor providing work.

An additional challenge included working with the policies and procedures from the USFS that are complex and range from Congressional legislation to regionally adopted Forest policies or guidance that were often outdated. Local USFS staff has been invaluable in researching and evaluating USFS standards, guidelines and procedures, and the process has been highly educational for all.

## **8. Photographs**

Grantees are strongly encouraged to submit photos, slides or digital images whenever possible. These images will be used for SNC publications such as annual reports or on the website. Please make sure you clearly identify location, activity, and your project with each submitted image. Images will be credited to the submitting organization, unless specified otherwise.

Photographs are provided in the final project report.

## **9. Post Grant Plans**

What are the post-grant plans for the project if it does not conclude with the grant? Include a description of the following (if applicable): (1) Changes in operations or scope; (2) Replication or use of findings; (3) Names of other organizations you expect to involve; (4) Plans to support the project financially, and; (5) Communication plans?

Post grant plans are included on p. 78 of the final report, as follows:

- a. Use the report recommendations to inform agency planning documents during future updates, including the BLM's Resource Management Plan, the Inyo National Forest's and Humboldt-Toiyabe National Forest's Land and Forest

- Management Plans and Landownership Adjustment Plan/Strategy, and Mono County's General Plan.
- b. Continue exploring landownership adjustment and land use opportunities and priorities through community-based discussions, visioning and planning.
  - c. Develop a formal method for regular discussion and collaboration between agencies and County planning departments regarding managing landownership patterns in the Eastern Sierra.
  - d. Continue exploring landownership adjustment and land use opportunities for the provision of public services and facilities, such as County facilities or services on public land.
  - e. Continue work on the Adobe Land Exchange Pilot Project.
  - f. Continue efforts on community priorities and other projects, such as the discussions to convey Tom's Place Resort and Pine Glade Tract into private ownership, and the expansion of the County Park in Crowley Lake onto BLM land.
  - g. Continue to develop the online Mono County GIS map (<http://gis.mono.ca.gov/lap/map>), accessible to the public and agencies, as a useful tool for sharing information about landownership adjustment opportunities. Future information could include completed land ownership adjustments, agency land inventory updates or changes, and Inyo County information.

#### **10. Post Grant Contact**

Who can be contacted a few years from now to follow up on the project? Please provide name and contact information.

Mono County Community Development Department  
Attn: Wendy Sugimura or Scott Burns  
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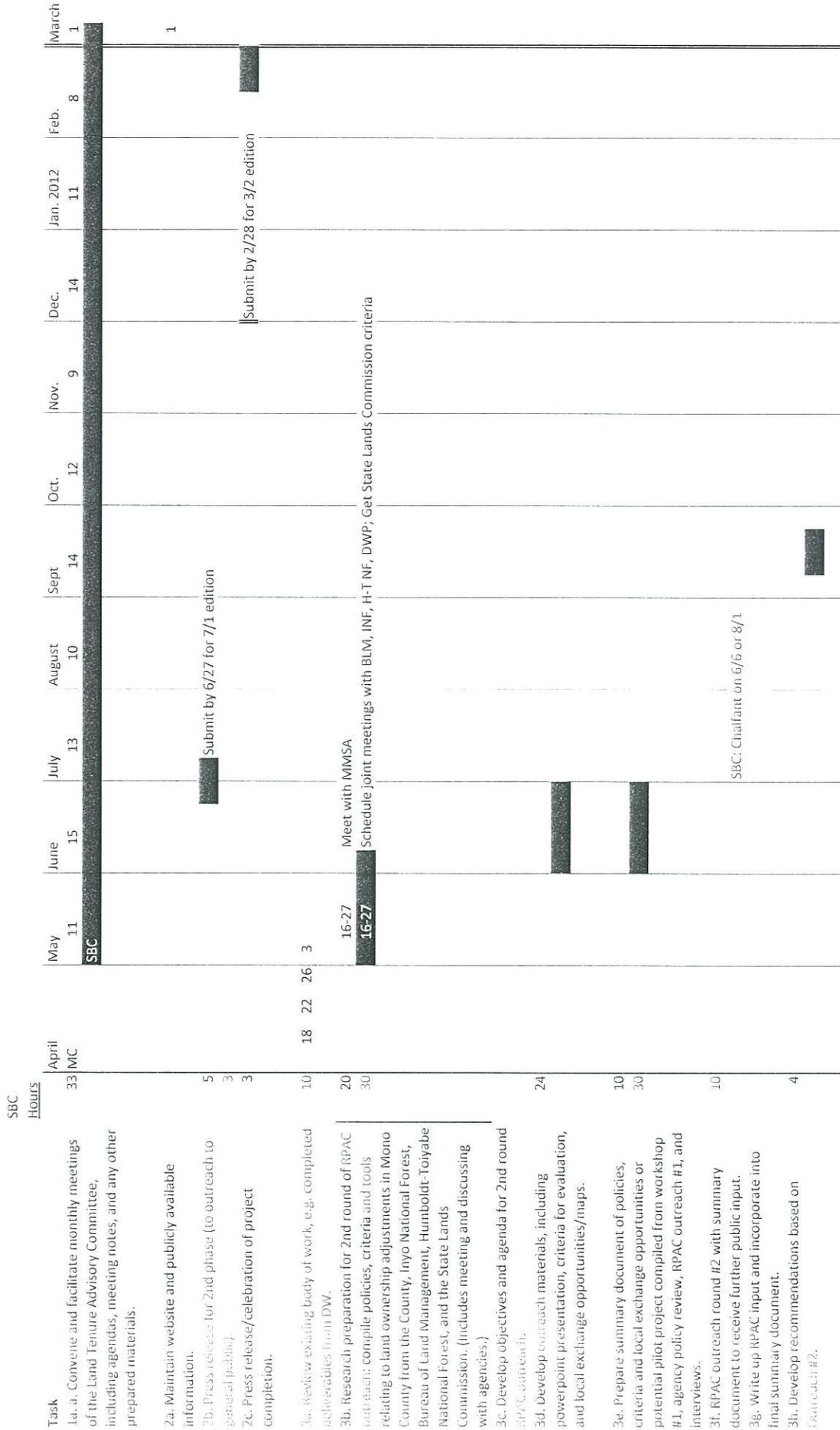
**SNC-approved Performance Measures:** (Please list each Performance Measure for your Project, as identified in your Grant Agreement, and the results/outcomes.)

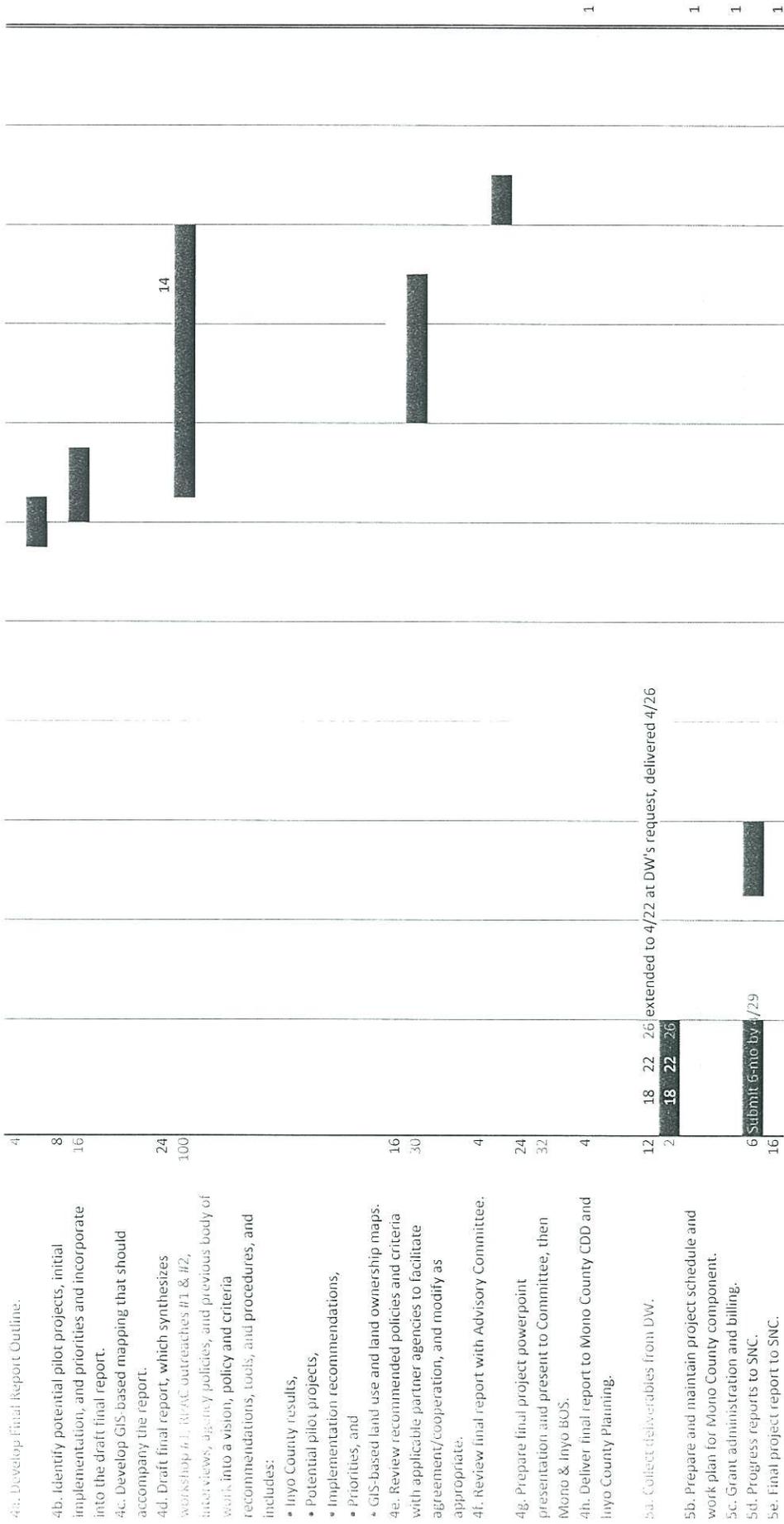
Please see Detailed Project Deliverables table in section B.

**REVISED LAND TENURE SCHEDULE**

Last updated: 4/5/11

Mono County Tasks  
SBC Tasks





18 22 26 extended to 4/22 at DW's request, delivered 4/26

Submit 6-mo by 4/29

1 1 1 1