

**August 11, 2016**  
**Special Meeting**  
**Strategic Planning**  
**Update/Budget**  
**Workshop**

**Power Point**



# Special Board Meeting

## Agenda:

### Strategic Plan

- Strategic plan update
- Discussion of one page summary document

### Budget Workshop

- Budget principles and budget overview
- Department discussion

Social Services

Behavioral Health

Public Health (and paramedics)

Animal Control

Public Works

Sheriff

District Attorney

Probation

Assessor

Clerk-Recorder

Community Development

Information Technology

Economic Development

County Counsel

Finance

CAO

- Policy Item discussion
- Debrief



# Strategic Plan Update



Vision

# Mono County Outstanding Community Services, Quality of Life Beyond Compare

Mission

**Mono County's Mission:**  
*To support all our communities by providing superior services while protecting our unique rural environment.*

Values

- Customer Service**  
We commit to exceptional service by managing the resources entrusted to us with integrity, trust, respect, and accountability.
- Integrity**  
We demonstrate our integrity by ensuring our work is performed with consistency, credibility, and confidentiality.
- Excellence**  
We strive to achieve the highest standards of excellence, continuously learn, develop, and improve, and take pride in our work.
- Collaboration**  
We commit to respectful, collaborative, and respectful partnerships to achieve common goals.
- Innovation**  
We strive to foster innovation and creative thinking, embrace change, and challenge the status quo, listen to all ideas and viewpoints, learn from our successes and mistakes.
- Results Orientation**  
We strive to set challenging goals, focus on outcomes, assume responsibility, and collaboratively achieve priorities.



Strategic Directions



## Best Mono Imaginable

Adopted 2015

Mono  
County



*Vision: Outstanding Community Services, Quality of life Beyond Compare*

Best Mono  
Imaginable



Think about work in terms of the Strategic Plan!

# 2015/16 Mid-Year budget

Included how department level goals aligned with the Strategic Plan

 <b>Community Development</b> <b>Mid-Year 2015-16</b>		Mono County Strategic Directions and Mid-Year Goal updates							
<i>For further detail, see CDD Budget Narratives for FY 2015-16</i>		Promote a Strong Diverse Economy	Protect Natural Resources & Enhance Public Access	Understand & Address Community Needs	Support Healthy People in Healthy Communities	Reward Innovation	Effectively Use Resources	Workforce Wellness	Strengthen County Culture
<b>PLANNING</b>									
Building on favorable USFWS decision to not list sage grouse as threatened, continue efforts mitigating grouse impacts, including refining Bi-State Action Plan implementation programs, working with applicants to avoid habitat impacts where feasible, and adopting general plan guidance for sage grouse mitigation. Fund these activities through grants from BLM and other sources. Continue to coordinate responses to listing and critical habitat designation proposals of the USFWS		✓	✓	✓					
MID-YEAR PROGRESS		Substantial progress with General Plan guidance adoption; on-going Bi-State efforts include mapping, website upgrades, coordination meetings, commenting on DWP's Habitat Conservation Plan; and advertising applicants to avoid impacts.							
Continue to pursue funds to implement Bridgeport Main Street Revitalization Project, including planning for a multi-agency visitor center			✓	✓	✓		✓		
MID-YEAR PROGRESS		Substantial progress with recent submittal of encroachment permit application to Caltrans for landscaping, continues RPAC efforts on banner, and exploring visitor center potential with property owners and applicants.							

# Strategic Planning Tool

Start integration of policy priorities with operational implementation

The screenshot displays the Mono County Strategic Planning website. At the top, there is a navigation bar with the following items: Home, Strategic Directions, 15-16 Focus Areas, 15-16 Work Program, Departments, and Community Projects. Below the navigation bar, the main content area features a breadcrumb trail: Mono County Strategic Planning > Home. A dropdown menu is open under 'Strategic Plan Details and Work Areas', showing 'Mono County Strategic Planning Framework' (Adopted on January 20th, 2015) and 'Mono County Strategic Directions'. Below these, there is a 'Click to expand' link and a 'Click on a Direction for more detail' instruction. At the bottom, a series of seven green hexagonal icons represent the strategic directions: Promote a Strong Diverse Economy, Protect Natural Resources & Enhance Public Access, Understand & Address Community Needs, Support Healthy People in Healthy Communities, Enhance and Reward Innovation, Effectively Use Resources, and Workforce Workplace Wellness. A final hexagon on the right is labeled 'Strengthen County Culture'.

# March 13, 2016 - Board workshop

Strategic Directions 2016-2017	Promote a Strong & Diverse Economy	Protect Natural Resources & Enhance Public Access	Understand & Address Community Needs	Support Healthy People in Healthy Communities	Reward Innovation	Effective Use of Resources	Workforce Wellness	Strengthen County Culture
Focus Areas 2016-2017	<h2>Focus Areas:</h2> <ol style="list-style-type: none"><li>1. Collaborative Solutions (<i>overarching principle</i>)</li><li>2. Economic Base</li><li>3. Environmental Sustainability</li><li>4. Infrastructure</li><li>5. Public Safety</li><li>6. Mono best place to work</li></ol>							
Strategic Directions ... Methods...with Success measured...through resourced projects								

1 year focus areas created to inform and guide the development of the proposed budget

# 2016/17 Mono County proposed budget

Department requested budgets were developed to include policy priorities

Budget requests prioritized programs and projects that achieve the following:

1. Collaborative Solutions
2. Economic Base
3. Environmental Sustainability
4. Infrastructure
5. Public Safety
6. Mono best place to work



**PROPOSED BUDGET**

FISCAL YEAR 2016/17

# One Page Summary



## 2016-2017 Focus Areas

Supported by the 2015 Mono County Strategic Plan Framework

Our Mission is to support our communities by providing superior services and protecting our unique rural environment



*Collaborative Solutions*  
(overarching principle)



### Economic Base

- Strengthen economy through trail development and expanding recreation opportunities with private and public partners
- Drive TOT through visitor guides, community maps, website, tradeshows, advertising and social media
- Provide training and technical assistance to local small businesses
- Enhance economic base through Rec/Tech innovation and business opportunities



### Environmental Sustainability

- Reduce greenhouse gas emissions (GHG) and Mono County carbon footprint
- Increase renewable energy production on County-owned facilities
- Support sustainable water management planning
- Mitigate negative impact of people on wildlife



### Infrastructure

- Analyze and execute south county facilities plan
- Deploy advanced communications infrastructure
- Invest in critical infrastructure assets
- Improve county facilities to enhance quality of life in our communities



### Mono Best Place to Work

- Promote workforce development through leadership training and career path development
- Actively support alternative work schedules to improve work life balance
- Create Workforce Wellness Taskforce to foster employee wellness
- Recruit and retain qualified and committed workforce



### Public Safety

- Develop Hazard Mitigation and Community Wildfire Protection Plan including emergency route access assessments
- Reach Emergency Medical Services goal of high quality, county wide and fiscally sustainable
- Enhance collaboration and continuum of care to achieve innovative reentry goals
- Create Incident Management Team (IMT)



# Economic Base

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## Next Step:

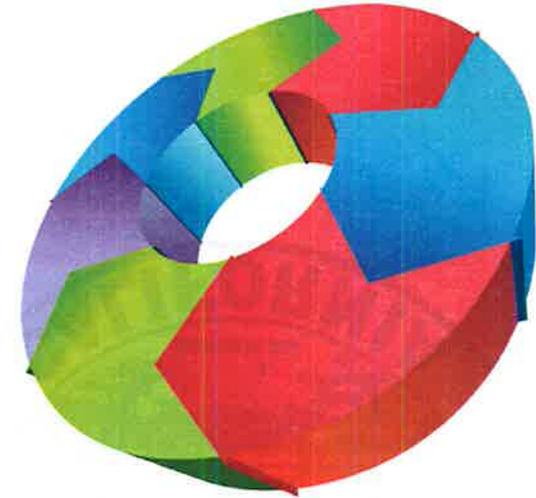
# Create Measurements to track progress!



# BUDGET WORKSHOP



Budget Introduction  
and Overview

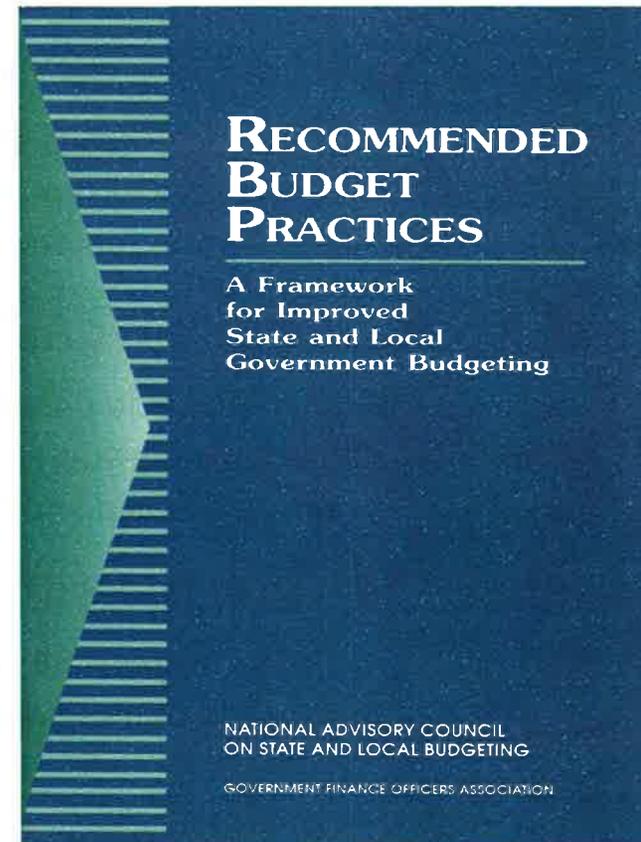


## BUDGET PROCESS:

A process that consists of activities encompassing the **development**, **implementation** and **evaluation** of a **PLAN** for the provision of *services and capital assets*.

# BUDGET FRAMEWORK

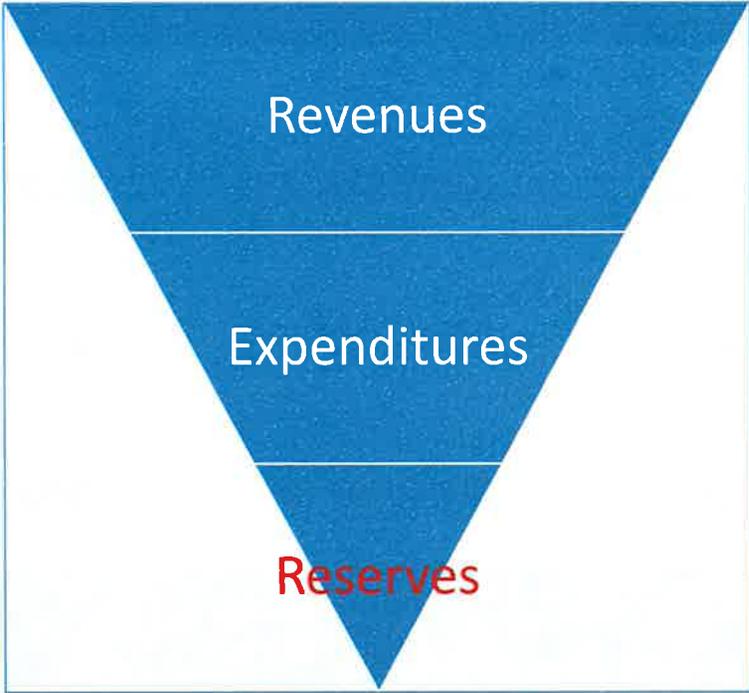
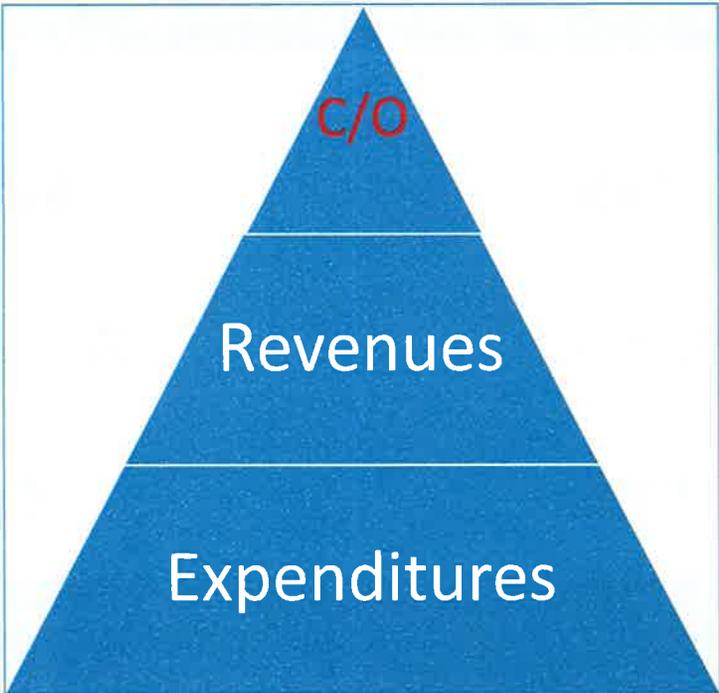
*Four Principles based on  
Best Practices*



<p><b>PRINCIPLE</b> <b>1</b> <b>“What”</b></p>	<p><b>ESTABLISH STRATEGIC FOCUS AREAS TO GUIDE DECISION MAKING</b></p> <ul style="list-style-type: none"> <li>• Community needs</li> <li>• Priorities</li> <li>• Challenges and opportunities</li> <li>• Programs and services</li> </ul>
<p><b>PRINCIPLE</b> <b>2</b> <b>“How”</b></p>	<p><b>DEVELOP APPROACHES TO ACHIEVING GOALS</b></p> <ul style="list-style-type: none"> <li>• Establish reserves</li> <li>• Have contingencies</li> <li>• Evaluate fees and charges</li> <li>• Revenue diversification</li> <li>• Use of one-time revenues</li> <li>• Balanced operating budget</li> </ul>
<p><b>PRINCIPLE</b> <b>3</b> <b>“Do It”</b></p>	<p><b>DEVELOP A BUDGET CONSISTENT WITH APPROACH</b></p> <ul style="list-style-type: none"> <li>• Budget calendar</li> <li>• Instructions</li> <li>• Revenue projections</li> <li>• Stakeholder input</li> <li>• Expenditure estimates</li> <li>• Make choices</li> </ul>
<p><b>PRINCIPLE</b> <b>4</b> <b>“Did we?”</b></p>	<p><b>EVALUATE PERFORMANCE AND MAKE ADJUSTMENTS</b></p> <ul style="list-style-type: none"> <li>• Monitor</li> <li>• Measure</li> <li>• Evaluate</li> <li>• Adjust</li> </ul>

# BUDGET FORMULA

**CURRENT**



**PROPOSE**

<b>SNAPSHOT – DEPARTMENT REQUESTED BUDGET</b>	<b>GF</b>	<b>NON-GF</b>	<b>TOTAL</b>
REVENUES	\$34,398,000	\$30,094,000	\$64,492,000
EXPENDITURES	\$38,718,000	\$31,607,000	\$70,325,000
CARRYOVER	(\$4,320,000)	(\$1,513,000)	(\$5,833,000)

<b>PRIOR YEAR – USE OF CARRYOVER BALANCE</b>	<b>GF</b>	<b>NON-GF</b>	<b>TOTAL</b>
CARRYOVER	(\$2,265,000)	(\$2,484,000)	(\$4,749,000)

<b>GF – DEPT REQ. REVENUES</b>	<b>FY 2016 AMENDED</b>	<b>FY 2017 PROPOSED</b>	<b>CHANGE</b>	<b>% CHANGE</b>
Property taxes	\$15,867,000	\$16,357,000	\$490,000	3.1%
TOT	2,350,000	2,689,000	339,000	14.4%
Other taxes	1,968,000	2,128,000	160,000	8.1%
Intergovernmental	5,362,000	5,509,000	147,000	2.7%
Fees and charges	4,980,000	4,432,000	(548,000)	-11.0%
Other	3,524,000	3,283,000	(241,000)	-6.8%
<b>TOTAL REVENUES</b>	<b>\$34,051,000</b>	<b>\$34,398,000</b>	<b>\$347,000</b>	<b>1.0%</b>

<b>GF – DEPT REQ. EXPENDITURES</b>	<b>FY 2016 AMENDED</b>	<b>FY 2017 PROPOSED</b>	<b>CHANGE</b>	<b>% CHANGE</b>
Salaries & wages	\$14,107,000	\$14,671,000	\$564,000	4.0%
Benefits	9,423,000	9,778,000	355,000	3.8%
Supplies & services	10,327,000	10,885,000	558,000	5.4%
Contributions	1,967,000	2,131,000	164,000	8.3%
Capital and debt service	441,500	688,000	246,500	55.8%
Reserve and contingency	51,500	565,000	513,500	**
<b>TOTAL EXPENDITURES</b>	<b>\$36,317,000</b>	<b>\$38,718,000</b>	<b>\$2,401,000</b>	<b>6.6%</b>

Revenues – *slow growth, some one-time decreases*

- Property taxes - 3.1% - \$490,000
- TOT - 14.4% - \$339,000
- A87 Reimbursement - (\$518,000)
- PY one time revenues \$270,000

Other increased spending

- Transportation costs - 11%
- Insurance costs - 25%
- Requested discretionary contributions - 25%
- Policy items – 17% - \$122,000

## FISCAL EVALUATION – *FY 2016 BUDGET VS FY 2017 DEPT REQUESTED BUDGET*

Increased salaries and benefits

- 2/3<sup>rd</sup> of GF budget
- Salary growth = 3.68% \$490,000
- Benefits = 3.5% \$339,000
- PERS rates 12%-24% of compensation, increasing 2% - 5%
- Lump sum PERS payment increase from \$576,000 to \$689,000

# HOW MUCH DO WE HAVE FROM PRIOR YEARS?

## GENERAL FUND: ESTIMATED CARRYOVER AVAILABLE FOR SPENDING

FY 2015-16 SURPLUS – generated from additional revenues and vacant positions	\$1,500,000
FY 2014-15 SURPLUS (unspent)	2,307,000
<b>TOTAL ESTIMATED CARRYOVER AVAILABLE FOR SPENDING</b>	<b>\$3,807,000</b>

# IS THIS SUSTAINABLE?

## GENERAL FUND: BALANCING THE BUDGET

Department Requested – Budget Deficit	(\$4,320,000)
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Carryover Available for Spending	3,807,000
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<b>BUDGET IMBALANCE</b>	<b>(\$513,000)</b>
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# BALANCING STRATEGIES

- Increase precision of estimates
- Delay expenditures or projects
- Salary and benefit savings – temporary or long-term?
- Look for efficiency opportunities and alternative service delivery methods
- Reduce service levels or agree to increase backlogs
- Raise user fees to cover more of the cost to provide services and look for other revenue enhancement opportunities
- Lower facility costs including energy saving opportunities
- Consolidation
- Eliminate on-going expenditures by use of one-time spending
- Insourcing or Outsourcing



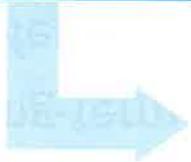
# WHAT'S NOT INCLUDED IN THE BUDGET

- Jail Construction project beyond initial funding commitment of \$203,000
- CARB Compliance
- South County Facility considerations
- Radio Network replacement
- Long-term solution for Bridgeport Clinic and Inmate Medical Services
- Deferred maintenance on County roads
- Unfunded County Comprehensive Facilities Plan projects
- Impact from future MOU negotiations
- Five years annual payments of \$66,393 each on lease of election equipment

# NEXT STEPS

CAO  
RECOMMENDED  
BUDGET

- Balancing Strategies
- Department Concurrence



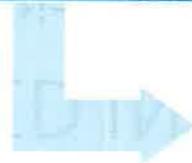
Publish  
Budget

- August 26



PUBLIC  
HEARINGS

- Sept 6 & 7



ADOPT BUDGET

- By Oct. 2



# TOWN HALL COMMUNITY MEETINGS

Community feedback and results of  
money game

<p>Antelope Valley</p>	<ul style="list-style-type: none"><li>• Use demographics to determine funding for Senior/Paramedic Services</li><li>• How does our budget compare to other rural county budgets?</li><li>• Prepare 5 – 10 year budgets</li><li>• Increase revenue through more taxpayers and available housing</li><li>• Meeting notices – how to inform? Generational differences for media outlets: Sierra Scoop, Lyons Club, School Newsletters, Social Media</li></ul>
<p>Crowley Lake</p>	<ul style="list-style-type: none"><li>• In Swall Meadows collaborate with Forest Service to get secondary fire road in place</li><li>• Consider funding, logistics (Long process but we want to see progress)</li></ul>
<p>Mammoth Lakes</p>	<ul style="list-style-type: none"><li>• Lobby State Legislature to absorb sales tax error (CSAC &amp; RCRC)</li><li>• Lobby State to increase gas tax rate</li><li>• How do you measure using qualitative analysis for small areas (i.e. performance measures)?</li></ul>

## Bridgeport

- Communicate economic growth indicators by community
- Need bucket for reserves
- Multi-use roads (how to fund – we need to put money towards it)? Status? Put in strategic plan? Need CEQA (California Environmental Quality Act)
- Consider ¼% local district add-on tax for a specific purpose
- Can fee structure change? Fee studies?
- Digital 395 – Last mile providers

## Tri-Valley

- Advertise public meetings better. Consider posting flyers at the Post Office, the community centers or by fax to the community centers
- Talk to Caltrans about fixing roads
- Breakout property assessments by location to show % of growth by different areas
- Chalfant Community Center needs to be replaced with multi-purpose building
- Public input into strategic planning

Mammoth Lakes  
Coffee with the  
CAO

- Non-general fund employees should get raises even when the general fund can't afford it
- Treat employees as assets into the future
- Budget responsibly so employees avoid furloughs in the future, Maintain benefits

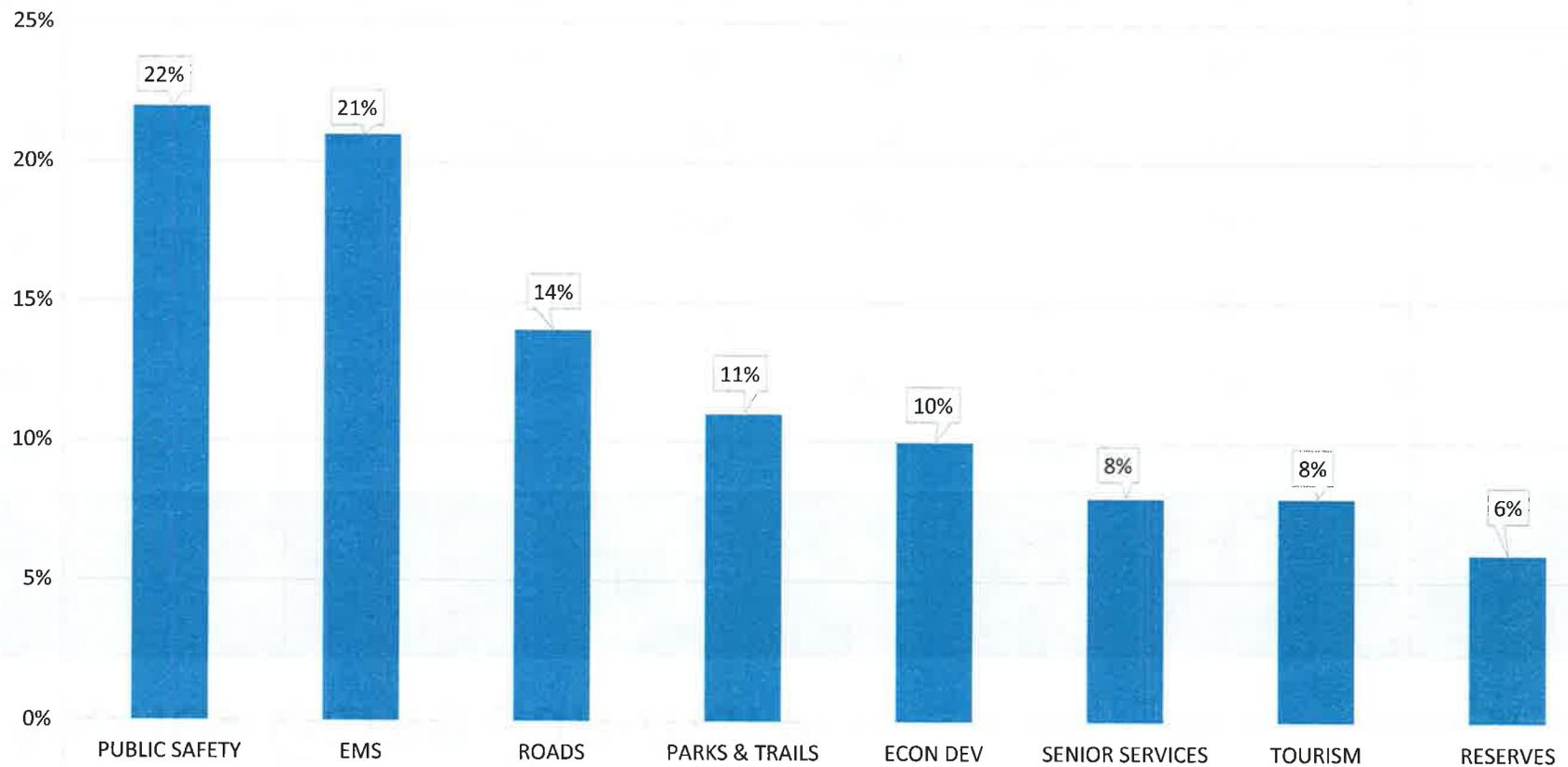
Bridgeport Coffee  
with the CAO

- Town services – can they take back or provide money?
- County owned property? Why are we holding on to it? We should sell it so it goes back onto the tax rolls?
- No bucket for employee salaries and benefits (money game)
- Management raises?

# Money Game Summary

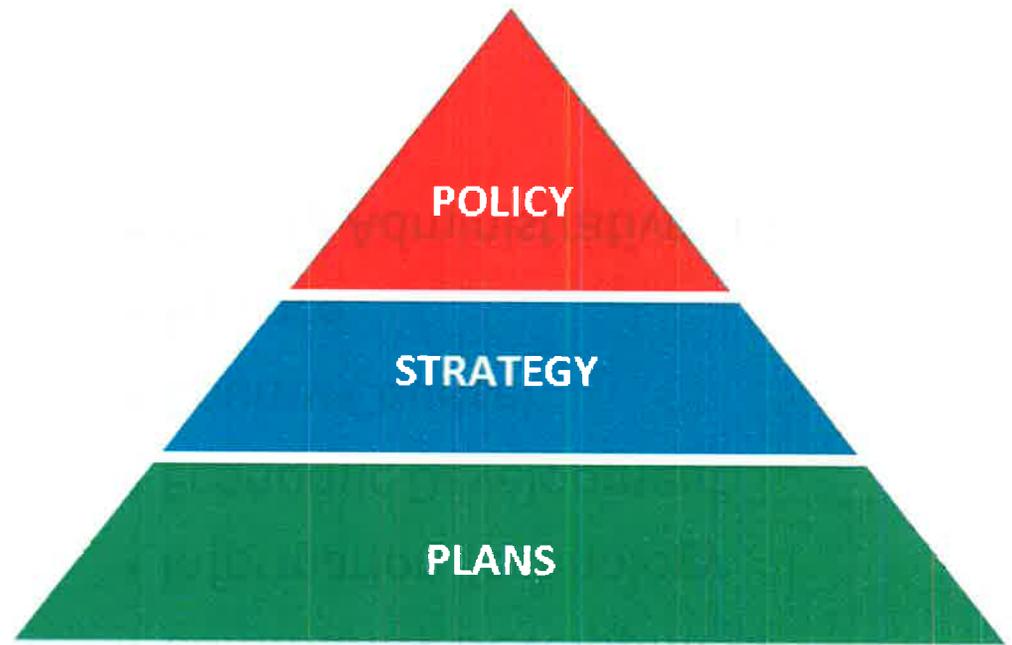
LOCATION	EMS	ROADS	PARKS & TRAILS	PUBLIC SAFETY	SENIOR SERVICES	ECON. DEVE.	TOURISM	RESERVES
Antelope Valley	55%	8%	7%	10%	13%	2%	2%	3%
Bridgeport	21%	16%	1%	37%	5%	16%	4%	N/A
Crowley Lake	7%	15%	18%	14%	7%	9%	13%	17%
Lee Valley / June Lake	11%	11%	14%	18%	1%	19%	17%	9%
Mammoth Lakes	8%	26%	16%	17%	9%	12%	4%	9%
Tri-Valley	43%	0%	0%	48%	9%	0%	0%	0%
CAO Coffee – North	17%	27%	14%	16%	12%	6%	6%	2%
CAO Coffee - South	9%	12%	19%	13%	10%	15%	16%	6%
<b>AVERAGE</b>	<b>21%</b>	<b>14%</b>	<b>11%</b>	<b>22%</b>	<b>8%</b>	<b>10%</b>	<b>8%</b>	<b>6%</b>

# Money Game Summary - Average



# DEPARTMENTS

- Social Services
- Behavioral Health
- Public Health
- Animal Control
- Public Works
- Sheriff
- District Attorney
- Probation
- Assessor
- Clerk – Recorder
- Community Development
- Information Technology
- Economic Development
- County Counsel
- Finance
- County Administrative Officer



# POLICY ITEMS AND RESTRUCTURE REQUESTS



DEBRIEF