

# FY 2021-2022 BUDGET UPDATE

*Update #5 June 8, 2021*

# TOPICS

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Budget policy & fiscal resiliency

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Budget approach and key results

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Budget balancing

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Budget overview & the numbers

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Positions

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Budget book materials

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PUBLIC  
BUDGETING  
*Science &  
Art*

Scarce Resources

Choices

Services

Plan

# BUDGET POLICY

*(rev. April 2021)*

June 8, 2021

- Shared understanding for allocating public resources to deliver services
  - Fiscal resiliency
  - Reserve balance
  - Structural balance
- Balanced budget
  - Fund balance + Revenues = Spending
  - Revenues = Spending
- Build reserve balances to 25% of GF spending
- Forecasting = Contingency

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# FISCAL MANAGEMENT


## Section VII of Budget Policy

June 8, 2021

- Conservative approach
  - Limit budget deficits
  - Analytical methodologies
  - Work plans (Blueprint)
- Reducing LT Debt, Unfunded liabilities
- Allocate cost of doing business
- Fees
- LT financial planning

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# FISCAL RESILIENCY 2018 Strategic Priority

“Financial resilience is a set of organizational behaviors that can, upon repetition and practice, establish a habitual pathway towards excellence in local government.” *(Joseph P. Case, County Administrator of Chesterfield County, VA)*

# LET'S REVIEW OUR DESTINATION

*(from a finance point of view...)*



## VISION

- Outstanding community services
- Quality of life beyond compare

## MISSION

- Support Communities
- Provide superior services
- Protect Environment

## VALUES

- Customer service
- Excellence
- Innovation
- Integrity
- Collaboration
- Results Oriented

## DIRECTION

- **Adopt, implement and monitor fiscal resiliency principles**

June 8, 2021

The ability to withstand acute shocks and chronic stress **WHILE** maintaining **AND** improving essential services **AND** recover quickly and effectively

Budget Update #5

GOVERNMENT  
FINANCE  
OFFICERS'  
ASSOCIATION

*Definition of  
Financial  
Resilience*



# ESSENTIAL CHARACTERISTICS OF A RESILIENT SYSTEM

	CHARACTER	MEANING	BEHAVIORS	
1	DIVERSITY	Avoid a single point of failure	Reduce reliance on GF Diversify funding sources	Internal rate development LT financial planning
2	REDUNDANCY	Avoid having one path of rescue	Reserve balances Limit FB used for operations	Save for future purchases Revenue enhancements Expense efficiencies
3	DECENTRALIZATION	Centralization failure is catastrophic	Accountability and responsibility Link budget allocations to program revenues and cost-effectiveness Performance measurements	
4	TRANSPARENCY	Makes it easier to problem solve	Forecast assumptions Goals & objectives	Revenue trends Expenditure trends

## ESSENTIAL CHARACTERISTICS OF A RESILIENT SYSTEM

	CHARACTER	MEANING	BEHAVIORS	
5	COLLABORATION	Working together makes us stronger	Strategic planning Financial policy workshop	Dashboards Revenue imbalances
6	FAIL GRACEFULLY	Make sure failure won't make it worse	Forecasting & modeling Workforce planning	Open communications Diversify revenues Set financial goals
7	FLEXIBILITY	Be ready for change	Monitoring LT financial planning	Cost/benefit analysis Anticipate issues
8	FORESIGHT	Think and prepare	Forecasting techniques Build fiscal capacity	Financial decision making LT financial planning

# BUDGET APPROACH & KEY RESULTS

- Use of Fund Balance
  - Minimize (not eliminate) use of GF carryover
  - Responsible use of Fund Balance in Non-GF units
- Precision
  - Revenue trends & modeling
  - Workforce costing tool
  - Reducing slack
- Stakeholder Engagement
  - Mostly internal (with Depts)
  - Board engagement
  - Budget portal
- Results
  - Revenue recovery
  - Staffing enhancements
  - Compensation
  - Certainty – Work Plans

# BUDGET BALANCING

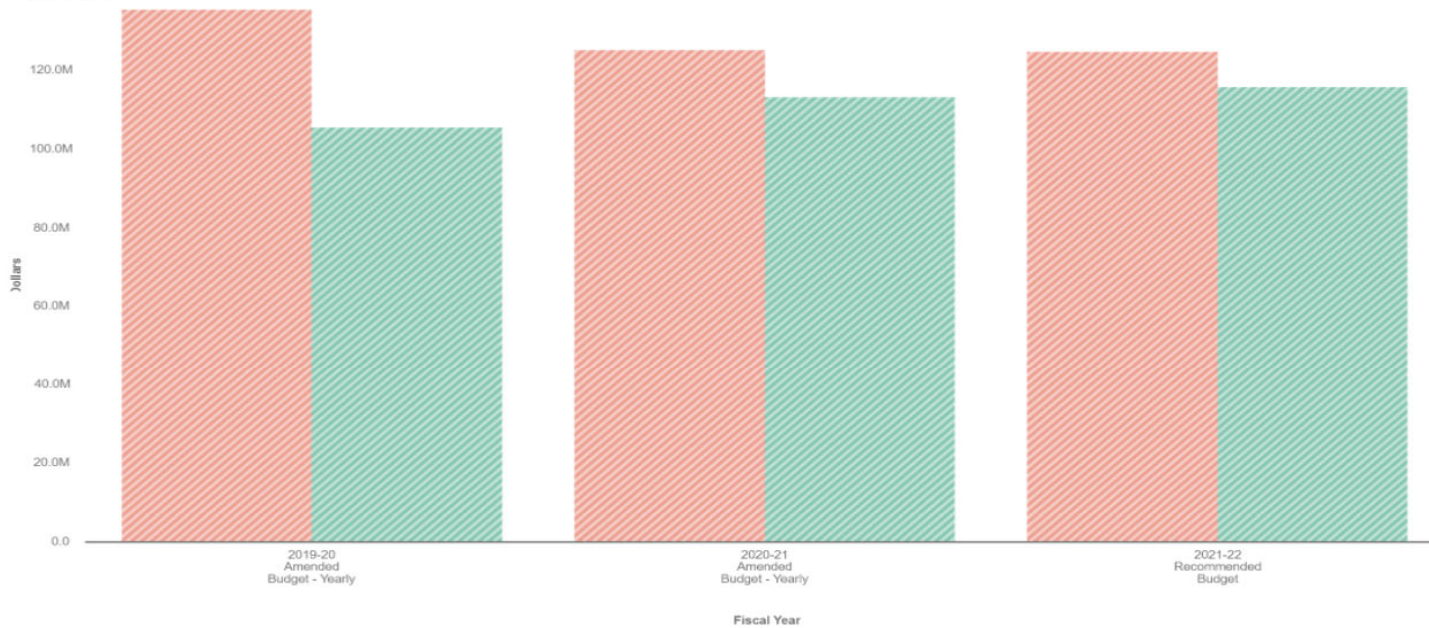
*Legally balanced NOT structurally balanced*

	FUND BALANCE USED	REVENUES	TOTAL RESOURCES	SPENDING	FUND BALANCE ADDITIONS	TOTAL USES
General Fund	\$ 1,200,000	\$ 40,280,282	\$ 41,480,282	\$ 41,480,282	\$ -	\$ 41,480,282
Reserve Funds	-	160,964	160,964	-	160,964	160,964
Special Revenue Funds	5,631,875	39,679,771	45,311,646	44,268,598	1,043,048	45,311,646
Community Service Agencies	497,700	396,068	893,768	699,100	194,668	893,768
Capital Projects	1,552,718	25,834,774	27,387,492	27,387,492	-	27,387,492
Debt Service	-	1,700,952	1,700,952	1,445,398	255,554	1,700,952
Enterprise Activities	1,182,796	3,222,375	4,405,171	3,905,171	500,000	4,405,171
Internal Service Fund Activities	965,969	4,780,754	5,746,723	5,746,723	-	5,746,723
Total Recommended	\$ 11,031,058	\$ 116,055,940	\$ 127,086,998	\$ 124,932,764	\$ 2,154,234	\$ 127,086,998

# BUDGET OVERVIEW

## County-Wide Perspective

Visualization



Sort **Large to Small**

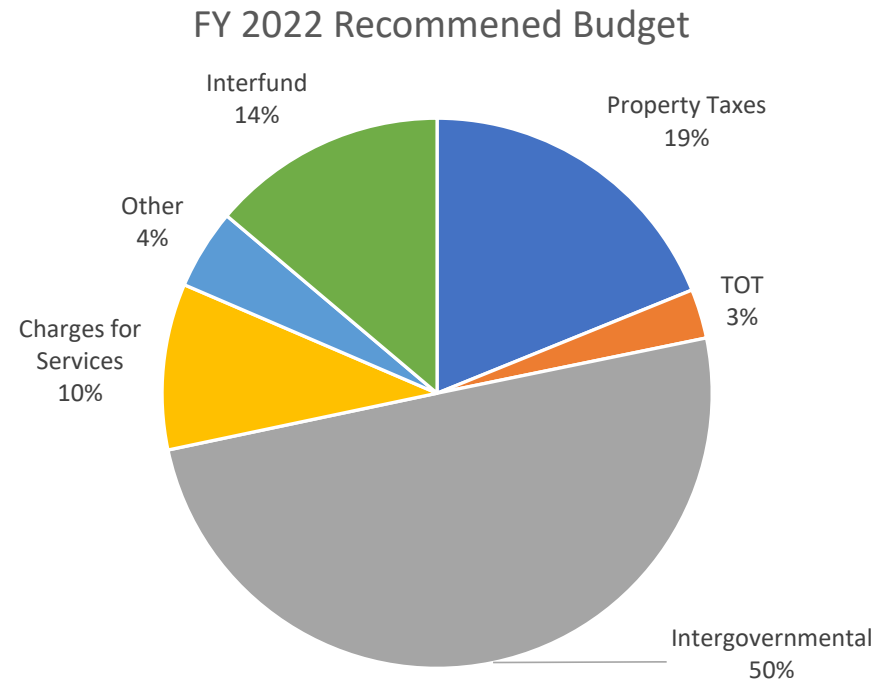
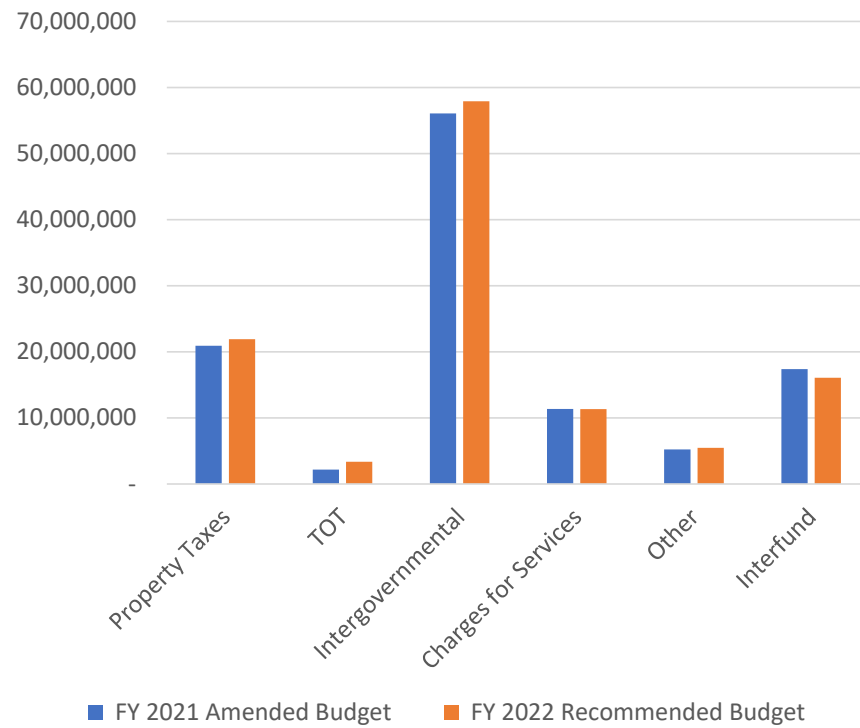
- Expenses
- Revenues

Expand All	2019-20 Amended Budget - Yearly	2020-21 Amended Budget - Yearly	2021-22 Recommended Budget
► Revenues	\$ 105,704,708	\$ 113,530,533	\$ 116,055,940
► Expenses	135,464,977	125,373,517	124,932,764
<b>Revenues Less Expenses</b>	<b>\$ -29,760,269</b>	<b>\$ -11,842,984</b>	<b>\$ -8,876,824</b>

Data filtered by Types, Funds, No Project and exported on June 7, 2021. Created with OpenGov

# Revenues

## *County-wide Perspective*



# OPERATIONS SPENDING

SPENDING OBJECT	2021 BUDGET	2022 RECOMMENDED	INCREASE (DECREASE)	% CHANGE
Salaries & Benefits	\$40,030,000	\$43,375,000	\$3,345,000	8.36%
Services	8,774,000	9,138,000	364,000	4.15%
Overhead	9,274,000	9,259,000	(15,000)	(0.16%)
Supplies	2,236,000	2,453,000	217,000	9.70%
Support of Others	951,000	914,000	(37,000)	(3.89%)
<b>TOTAL OPERATIONAL SPENDING</b>	<b>\$61,265,000</b>	<b>\$65,139,000</b>	<b>\$3,874,000</b>	<b>6.32%</b>

# CAPITAL INVESTMENT

PROJECT	2020 ACTUAL	2021 YTD	2021 AMENDED BUDGET	2022 RECOMMENDED
New Jail	--	\$200,000	\$26,494,000	\$26,404,000
Civic Center	16,025,000	123,000	94,000	453,000
Roads	3,492,000	315,000	7,400,000	6,883,000
Motor Pool	1,575,000	986,000	1,432,000	2,058,000
Supportive Housing	--	--	1,840,000	1,540,000
Other Capital Projects	148,000	55,000	720,000	530,000
IT	84,000	--	87,000	53,000
Copiers	10,000	12,000	25,000	21,000
Public Health	--	--	--	115,000
Sheriff	--	--	--	15,000
PSPS	50,000	54,000	100,000	72,000
	<b>\$21,384,000</b>	<b>\$1,745,000</b>	<b>\$38,192,000</b>	<b>\$38,144,000</b>



# GF CONTRIBUTIONS & SUBSIDIES

PURPOSE	2020 ACTUAL	2021 AMENDED BUDGET	2022 RECOMMENDED
MOE/Mandates	\$897,000	\$894,000	\$894,000
Reserves	543,000	1,000,000	161,000
Jail Project	--	707,000	--
CARB	731,000	395,000	510,000
Civic Center	65,000	72,000	150,000
Community Support	94,000	49,000	54,000
Fish Enhancement	104,000	104,000	104,000
Subsidies	377,000	179,000	176,000
EMS Tri-Valley	228,000	252,000	252,000
First Five	150,000	107,000	150,000
Fire Districts	170,000	170,000	170,000
Others	161,000	104,000	110,000
	<b>\$3,520,000</b>	<b>\$4,033,000</b>	<b>\$2,731,000</b>

# PERSONNEL

ALLOCATION LIST	2021	2022	CHANGE
POSITIONS	367	370	3
FTE ALLOCATED	325.76	328.51	2.75

PROMOTIONS/ADVANCEMENTS/TEMP	COST
Public Works	\$ 62,500
Social Services	5,000
Emergency Medical Services	47,000
County Administration	20,000
County Counsel	7,000
Finance	58,000
	<u>\$ 199,500</u>

# BUDGET BOOK MATERIALS

Online at: <https://www.monocounty.ca.gov/auditor/page/2021-2022-budget-portal>

The screenshot shows a web browser displaying the Mono County Auditor - Controller website. The page features a green header with the Mono County logo and navigation links for Residents, Business, Visitors, and Government. A search bar is visible in the top right. The main content area is titled "Auditor - Controller" and includes a sidebar menu with options for Audits and Budgets. The "Budgets" section is expanded to show a list of fiscal years from 2011 to 2022, with "FY 2021 - 2022" selected. The main content area displays the "2021-2022 Budget Portal" information, including a description of the budget information available for public review, details about the Annual Board of Supervisors Budget Workshop held in May 2021, and information about the Recommended Budget for 2021-2022, which is scheduled for adoption after a public hearing on Tuesday, June 15, 2021. The page also lists supporting documents for download, including the Adopted 2021-2022 Budget Calendar (219 KB), Budget Workshop - Agenda (153 KB), Budget Workshop - Mono County Budget Workbook for 2021-2022 (16 MB), Recommended Budget 2021-2022 - Transmittal Letter (947 KB), Recommended Budget 2021-2022 - About Mono County (1 MB), Recommended Budget 2021-2022 - Budget Overview - Charts & Graphs (733 KB), and Recommended Budget 2021-2022 - General Fund Budget Summary (113 KB).

# WHAT'S INCLUDED IN THE BUDGET BOOK?

- Budget transmittal letter
- “About Mono County”
- Budget Overview – Charts & Graphs
- Budget Summary
  - General Fund
  - All Other Funds
- Schedule of Estimated Fund Balance
- Department Sections
- Appendixes
  - Budget Policy
  - Glossary
  - Detailed Budget Schedules

# DEPARTMENT SECTIONS

- Narrative
  - Mission Statement
  - Overview
  - Challenges, issues and opportunities
  - Core service & program description
  - Action plans for FY 2021-2022
- Core Services Matrix
- Organization Chart
- Budget Schedules

## ADMINISTRATION

### DEPARTMENT MISSION STATEMENT

Planning and directing the day-to-day operation of County government, while ensuring that federal, state and local laws and directives Board policies and directives are executed in an effective, efficient, and accountable manner.

### DEPARTMENTAL (or Division) OVERVIEW

In addition to providing administration and executive management services to the County, this department also includes the Divisions of Human Resources and Risk Management

### CHALLENGES, ISSUES and OPPORTUNITIES

Key challenges for the County Administration Department during FY2020-2021 include:

- Supporting at all levels the County workforce during a time of unprecedented uncertainty;
- Continued mitigation of, and response to, the COVID-19 pandemic;
- Stewardship of County resources during the ongoing economic downturn;
- Vacancies in senior staff positions; and,
- Addressing the ongoing need for additional workforce housing throughout Mono County.

### CORE SERVICE AND PROGRAM DESCRIPTION

The primary role of the County Administrative Office (CAO) is to work with the Board of Supervisors and department heads to provide the highest level of service to the people of Mono County. The Office is responsible for ensuring the policies of, and directions from the Board of Supervisors are implemented. The Office of the County Administrator, in conjunction with the Office of the Director of Finance, prepares and presents the annual County Budget.

ADMINISTRATION			
Core Services			
		Mandated?	
1	ADMINISTRATION	Plan, Monitor, & Oversee County Operations	N
		Formulate Short & Long Range Plans & Budgets	N
		Supervise County Departments & Related Government Entities	N
		Develop County Culture	N
2	BOARD OF SUPERVISORS	Ensure Policy Implementation	N
		Monitor & Recommend Programs, Services, & Budgets	N
		Report & Advise on Current Events & Relevant Issues	N
		Prepare & coordinate Board agendas	N
3	PERSONNEL ADMINISTRATION	Conduct Employee Bargaining Unit Negotiations	Y
		Recruiting, Testing, & Selection	N
		Maintain Personnel Files & Allocation List	Y
		Investigate & Advise on Disciplinary Action & Litigation	N
4	EMPLOYEE SERVICES	Administration of benefits for employees & retirees	N
		Orientation & ongoing provision of employee services	N
		Act as liaison between parties	N

# NEXT STEPS: June 15 Board Meeting



Public Hearing @ 10 A.M.



Deliberation by the Board



Adoption

Budget  
Personnel  
Allocation List