



**AGENDA**  
**BOARD OF SUPERVISORS, COUNTY OF MONO**  
**STATE OF CALIFORNIA**

**Special Meeting**

MEETING LOCATION Mammoth  
Lakes BOS Meeting Room, 3rd  
Fl. Sierra Center Mall, Suite 307,  
452 Old Mammoth Rd., Mammoth  
Lakes, CA 93546

**March 2, 2015**

**NOTE:** In compliance with the Americans with Disabilities Act if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (760) 932-5534. Notification 48 hours prior to the meeting will enable the County 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 Board (Annex I - 74 North School Street, Bridgeport, CA 93517), and in the County Offices located in Minaret Mall, 2nd Floor (437 Old Mammoth Road, Mammoth Lakes CA 93546). 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 Board (Annex I - 74 North School Street, Bridgeport, CA 93517). **ON THE WEB:** You can view the upcoming agenda at [www.monocounty.ca.gov](http://www.monocounty.ca.gov). If you would like to receive an automatic copy of this agenda by email, please send your request to Bob Musil, Clerk of the Board : [bmusil@mono.ca.gov](mailto:bmusil@mono.ca.gov).

**9:00 AM Call meeting to Order**

**Pledge of Allegiance**

**OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD** on items of public interest that are within the subject matter jurisdiction of the Board. (Speakers may be limited in speaking time dependent upon the press of business and number of persons wishing to address the Board.)

**REGULAR AGENDA**

**0a) Mid-Year Budget Review** (Jim Leddy) - Mid-year budget review. To view all of the mid-year budget documentation (too large to attach to the agenda), please visit link below (a copy is available for review in the clerk's office):

3 hours (20 minute presentation; 2 hour, 40 minute discussion)

[http://monocounty.ca.gov/sites/default/files/fileattachments/auditor\\_-\\_controller/page/3777/2014-15\\_mid-year\\_budget\\_web.pdf](http://monocounty.ca.gov/sites/default/files/fileattachments/auditor_-_controller/page/3777/2014-15_mid-year_budget_web.pdf)

**Recommended Action:** 1) Review Contingency request – adopt those of top priority; 2) Review the proposed adjustments and approve line-item budget changes as presented or as amended (4/5ths vote required); and 3) Adopt the updated County Allocation List.

**Fiscal Impact: General Fund:** After contingencies are either allocated or returned to the contingencies line item, revenue and expenditures are expected to increase by \$271,352 with no impact to the amount of fund balance used (\$1,173,480)

**Non-General Fund:** Unanticipated revenues will increase by 917,222 and expenditures will increase by 1,336,376 with a net increase in cost to the funds of \$419,154.

**ADJOURNMENT**

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OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## SPECIAL MEETING AGENDA REQUEST

Print

<b>MEETING DATE</b>	March 2, 2015	<b>DEPARTMENT</b>	
<b>ADDITIONAL DEPARTMENTS</b>			
<b>TIME REQUIRED</b>	3 hours (20 minute presentation; 2 hour, 40 minute discussion)	<b>PERSONS APPEARING BEFORE THE BOARD</b>	Jim Leddy
<b>SUBJECT</b>	Mid-Year Budget Review		

### AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Mid-year budget review. To view all of the mid-year budget documentation (too large to attach to the agenda), please visit link below (a copy is available for review in the clerk's office):

[http://monocounty.ca.gov/sites/default/files/fileattachments/auditor\\_-\\_controller/page/3777/2014-15\\_mid-year\\_budget\\_web.pdf](http://monocounty.ca.gov/sites/default/files/fileattachments/auditor_-_controller/page/3777/2014-15_mid-year_budget_web.pdf)

### RECOMMENDED ACTION:

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**CONTACT NAME:** Leslie Chapman

**PHONE/EMAIL:** 760-932-5494 / lchapman@mono.ca.gov

SUBMIT THE ORIGINAL DOCUMENT WITH  
ATTACHMENTS TO THE OFFICE OF  
THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY**  
**32 DAYS PRECEDING THE BOARD MEETING**

### SEND COPIES TO:

### MINUTE ORDER REQUESTED:

YES  NO

### ATTACHMENTS:

Click to download

[Staff Report](#)

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**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
2/25/2015 7:18 AM	County Administrative Office	Yes
2/24/2015 7:25 AM	County Counsel	Yes
2/22/2015 10:59 AM	Finance	Yes



# COUNTY OF MONO

P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517  
(760) 932-5410 • FAX (760) 932-5411

Jim Leddy  
County Administrative Officer

February 24, 2015

TO: The Mono County Board of Supervisors

FROM: Jim Leddy, County Administrative Officer  
Leslie Chapman, County Finance Officer

RE: Fiscal Year 2014-2015 Mid-Year Budget Review

Dear Board Members:

On September 16, 2014, the Board of Supervisors adopted a balanced budget for FY 2014-2015. This adoption was the culmination of ongoing efforts to align our resources with costs. It took sacrifice, compromise and the support of our employees through difficult concessions. This budget only emerged through an exhaustive and iterative process which began during the prior fiscal year where mid-year cuts were enacted in February of 2014. We followed these mid-year cuts with a public process including the June 2014 Budget workshops, intense labor negotiations, and multiple Budget town hall meetings. The adopted budget moved us towards financial sustainability but challenges remain.

The Budget's fiscal foundation was built upon the understanding that our reduced resources due to both the sluggish regional economic recovery and cost drivers beyond local control require us to change how we prioritize county services. The new fiscal reality requires ongoing difficult choices.

By making tough choices and acknowledging we do not have unlimited resources, Mono County is meeting its obligation to be a responsible financial steward while providing quality services to its residents and visitors. As the recent devastating events of the Round Fire and Van Dyke Fire demonstrate, the unexpected has the potential to set back all our efforts to strengthen services. Our reserves will be strained as the full impacts of these events materialize. In light of this, we must re-double our efforts at being disciplined fiscal managers. We must remain focused on the delivery of efficient outstanding community services, which will support a quality of life beyond compare.

The FY 2014-2015 Mid-Year Budget shows financial choices we must make in select areas. Although our overall budget is no longer weakening, it still is not growing in sufficient strength to address the long term challenges we face which will impact services to our residents. While some revenues and expenses do not equally impact the Budget between the first six months and the last six months of the fiscal year, the mid-year snapshot is a strong indicator of the financial course of the County. The Contingency Funds that were prudently budgeted for in September have demands in excess of capacity so choices are being presented.

***Mid-year Overview:*** Our General Fund expenditures as of January 2, 2015 were \$16.3 million or approximately 47% of Budget and Revenues were \$18.1 million or approximately 54% of Budget. **Progress from January 2<sup>nd</sup> through February 23<sup>rd</sup> is reflected in the detailed reports attached as part of the line-item review.**

Unlike 2013-2014, due only to the diligent work of **all** county employees' commitment to reducing costs; **there is no mid-year reduction in General Fund use requested this year.** Last year, we had departments seek 5% reductions in GF use, and achieved 2.91%. This year we must hold the line. Our General Fund is moving towards a balance between revenues and expenses without relying on the use of carryover fund balance. This effort will take several years.

This balance is a cautious indicator of functioning cost controls and reminds us we must remain focused on making thoughtful, prioritized choices around the Budget. As we move deeper into Phase II of Strategic Planning, the culture of reaction and diffuse efforts will move to that of focus and priority on services that have the greatest return for the communities of Mono County.

**Non General Funds (State and Federal sources):**

Our non-General Funds (NGF-State and Federal funded departments) remain in flux. Except for Road funds, we currently project NGF fund balances to remain stable. President Obama and Governor Brown have released their Budget proposals for respectively FY 2015-2016 and FY 2015 (Federal). These budgets are preliminary and will both undergo the legislative Budget process.

County departments have reviewed these proposals and the greatest threat to fiscal standing is the lack of re-authorization of the Safe Rural Schools Funding and the potential cuts to the Highway User Tax Account (HUTA) funding formula. Also, even though the Property Tax in Lieu (PILT) program remains in place for this year, its future stability is questionable. Choices will be presented at the Mid-year Budget session to the Board, in order to be prepared for a loss of these federal revenues losses.

**Contingency Requests:**

The Contingency requests are far in excess of available resources. This requires the Board's focus as choices between services must be made.

The largest department level issues are in the **Paramedic** and the **Road Departments**. Road funding is under threat due to the lack of Congressional re-authorization of the Safe Rural Schools Funds. This potential loss of funds requires that we take action now to bring budget back into balance.

The **Paramedic** program continues to struggle with maintaining a balanced budget. The Board will be presented with options at the mid-year session that will contemplate service reductions as opposed to not funding other contingency requests.

<b><u>Contingency Requests:</u></b>	
<b>Unanticipated Necessities</b>	
Legal Contingencies	\$ 72,000
Child Support 2012/13 mandated repayments	81,782
Assessment appeals deposit refunds (BOS Budget)	5,800
<b>Carryovers from Original Budget Hearings:</b>	
Community Grant Program	40,000
CDD - Temporary Intern Position	11,238
Government Transparency Suite Software	8,000
<b>Unanticipated budget shortfalls:</b>	
Road - Net Loss of SRS Funding	90,186
EMS - Budgeted for Concessions - No immediate savings	228,829
<b>New Requests</b>	
Additional Fish Stocking - Fishery Commission Recommendation	100,000
Round Fire unreimbursed expenses	50,000
Total Requests	687,835
<b>Contingencies &amp; Budget Savings Available</b>	483,142
<b>SHORTFALL</b>	<b>\$ 204,693</b>

**Focus on the Future by Strategic Planning is fully underway:**

On January 20, 2015, the Board of Supervisors unanimously endorsed the employee driven strategic plan framework. This framework is now going through another unprecedented effort – a robust public review and feedback effort that will come back to the Board for review. Strategic Planning is yielding new ideas and innovation from both within and outside the County halls. More importantly, it is allowing employees to advance new ideas and create better service models.

In 2015, projects with focus come together within our framework. We will continue the needed culture change to our organization to become a place that rewards innovation and embraces the mission to enrich all of our communities. This will only occur because our employees and managers are bringing their incredible years of expertise to bear and creating new service systems in an organization which is focused on the future. Strategic Planning is an evolutionary process not a product. As our planning receives more valued insight from the community and service partners, projects and internal systems will change to support them.

**Requested Actions today:**

The Board is requested to take the following steps:

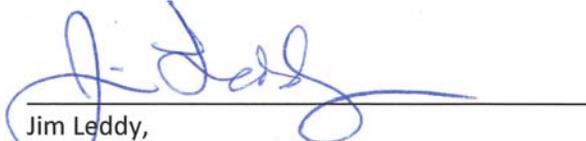
- 1) **Review Contingency request** – adopt those of top priority;
- 2) **Review the proposed adjustments** and approve line-item budget changes as presented or as amended;
- 3) **Adopt an updated County Allocation List;**

**Mono County FY 2015-2016 Budget Development:**

The development of the FY 2015-2016 County budget will be a challenge that our Organization has shown the ability to face. The drought, the impacts of the fires, the slow real estate recovery, and the federal and State governments’ lack of understanding of rural needs will make our work tough but we will overcome.

The County will again be hosting public Town Hall meetings to receive input from all of Mono County’s communities for the 2015-16 budget. This, in addition to County Strategic Planning efforts, will reflect levels of public engagement not previously provided in the County.

Thank you for your consideration.

  
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Jim Leddy,  
County Administrative Officer

  
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Leslie Chapman,  
County Finance Officer

## Appendix A. Mono County Long Term Liabilities and Unmet Needs Remain

The following table reflects currently identified issues that the County must address. The costs are estimates and as the issues are resolved are refined. Further, the list may grow but as we do the needed strategic planning and focused budget work, the list will be addressed.

MONO COUNTY Long Term Liabilities and Unmet Needs - Updated			
Issues	Remaining costs	Cause -- Strategic Planning Area Focus	Timeline
California Air Resources Board (CARB) Clean Air Compliant vehicles	\$3 million <sup>1</sup>	State mandate Effective Use of resources	2019-2028
Solid Waste Issues – Landfill closures and monitoring	\$6.68 Million <sup>2</sup>	State Law Effective Use of Resources	2023-2029
Jail Infrastructure improvements	\$5-10 Million <sup>3</sup>	Inmate population Supporting Healthy People in Healthy Communities	2020-2025
Prudent Reserves	\$3.7 Million <sup>4</sup>	County Policy Effective Use of Resources	2018
Infrastructure (Roads, Parks, community center upgrades)	TBD	Protect Natural Resources & Ensure Public Access Strengthen County Culture	As warranted
New elections system	\$225,000 <sup>5</sup>	Understand and Address Community Needs Effective Use of Resources	2016-2017
Improved County Information Technology	TBD	Reward Innovation	2015-2020
Social and Health Safety Net Services	TBD	Supporting Healthy People in Healthy Communities Understand and Address Community Needs	2015-2020
Increased Economic Development Investment	TBD	Promote and Strengthen a diverse Local Economy	2015-2020
Round Fire Impacts	TBD	Support Healthy People in healthy Communities	2015-2016
Labor costs	2% COLA <sup>6</sup> = \$510,000 annually	Strengthen County Culture	2016, 2017
<b>TOTAL</b>	<b>\$19.1 to \$24.1 million</b>		

<sup>1</sup> = On February 3, 2015, the Board approved a plan to reduce this liability from its prior \$26 million through a drastic change in use patterns and a reduction in the fleet falling under the CARB mandate. The remaining \$3 million still needs financing and can be accomplished through a potential self-financing plan.

<sup>2</sup> = Benton Crossing closure and post closures costs in Enterprise Fund \$3.2 and \$3.48 for Pumice Valley if closes in 2029. Pumice Valley purchase does not change liability.

<sup>3</sup> = New Jail need due to passage of Proposition 47 in 2014 may reduce other pressures on inmate growth.

<sup>4</sup> = FY 2014-2015 Reserves are \$1.7 million. By County Policy it is recommended Reserves be at least 15% of General Fund Expenses. Current GF expenditures are \$36 million and 15% would be \$4.3 million. The FY 2013-2014.

<sup>5</sup> = Changes in State election law require county to review and investigate replacing current voting machines. Cost for replacement is estimated at \$225,000 but alternative systems may be option which may cost less.

<sup>6</sup> = a one (1) percent Cost of Living Adjustment would cost approximately \$255,000 annually if granted to all employees. This figure is an estimate based upon 2014-2015 Labor costs. There is a 2% COLA scheduled by MOU for July 1 2016 and July 1, 2017.

**Appendix B. FY 2013-2014 Budget Follow Up items Matrix- Updated 1/24/2014**

<b>Department</b>	<b>Request</b>	<b>Notes</b>	<b>Expected completion date</b>	<b>Completion Date</b>
<b>Behavioral Health</b>	Host Violence Prevention Summit	<p>After staff review, Board direction was not in support of hosting event.</p> <p>In response to this request Behavioral Health, Public Health, Social Services, MLPD, Sheriff's Office, Probation the District Attorney, and the schools have re-created a committee from the past to address High Risk Behaviors in our Youth</p> <p>This group meets monthly.</p>	<p><b>Completed</b></p> <p><b>Ongoing</b></p>	July 2014.
<b>Sheriff</b>	Ammunition needs	<p>Compared to Inyo County?</p> <p>In reviewing Inyo County Ammunition needs, budget line item was reduced.</p>	<b>Completed</b>	September 3, 2014
	Can we adjust Mileage rates to get greater utilization out of vehicles?	Motor Pool Work Shop in July 2014	<b>Completed</b>	September 3, 2014
<b>Jail</b>	Can the County create permanent light duty?	Too little pure light duty assignments with reduced staff needs to create permanent.	<b>Ongoing</b>	Ongoing
	Workers comp costs of employee on light duty be paid for by another department?	<p>This is standard practice across governments for light duty personnel assignments.</p> <p>Maintains Department level incentive to keep employees safe if it is understood financial impact remains within program.</p>	<b>Completed</b>	October, 2014
	Add back one more jailer to ensure full staffing?	Interviews held 1/21 and 1/22. Job offer made pending background and psych	<b>Completed</b>	January 22, 2015
<b>District Attorney</b>	Reduce Budget by \$158,000 to match loss of VSIP – Need specifics	DA Budget reduced during Budget 2014. Loss of half time position in lay off as well as shifting of Non-GF sources to cover programs.	<b>Completed</b>	September 3, 2014
<b>Animal Control</b>	Can we increase revenues by providing chipping services for animals?	Micro chipping can be provided but cannot make a profit as it is a fee for service. Under Prop. 26 the fee could	<b>Completed</b>	February

Department	Request	Notes	Expected completion date	Completion Date
		only cover costs. Also, private providers currently offer service and county would be in competition.		
Community Development	Long Valley hydrologic Advisory Committee – Need to report back on use of pass through USGS funding	County of origin funds (federal, not USGS) primarily have been used to fund park maintenance	Completed	June 25, 2014
	LAFCo – Should Fire Districts be asked to pay into LAFCo support	This is a LAFCO, not County determination. The County funding obligation (1/3 of LAFCO budget) is not impacted by which special districts participate. Most FPDs in Mono County have minimal funding, thus the MCWD and SMHD have accepted the special district funding obligation for LAFCO	Completed	December 2014
	Contract for Lori Mitchell services – can or should it be put out to bid for RFP or brought in house?	Lori Mitchell was selected following extensive RFP process.  She is no longer consulting due to circumstances unrelated to Mono County.		
	What is cost of staffing the RPACS and could fewer meetings save money?	A CDD cost estimate was provided during budget hearing/workshop (approximately \$50,000, although most time is charged to grants).  Staff now cancels RPAC meetings when agendas are light to save costs and staff time.	Completed	September 16, 2014
Airports	Private Fuel sales option as revenue generator?	The volume of fuel sold at Bryant Field is so small that it is unlikely a private vendor could make a profit selling fuel.  Private vendors have not shown any interest	Completed	January 7, 2015
Public Works				
Campgrounds	Should County consider selling campgrounds to	Lundy campground is leased from SCE for \$700 per year.	Completed	January 7, 2015

Department	Request	Notes	Expected completion date	Completion Date
	private entities in order to not be in competition?	The County can terminate the lease if it no longer wants to provide the service.		
	How do County campground fees match federal and state lands?	The state average for "primitive" camp sites is \$20 per night. The County charges \$16 per night.		
Capital Improvement	Work day for the Board to landscape the Main Corporate Yard?	Need to investigate scope of the project, including labor required and funding for trees and other landscaping materials	Ongoing	
	Crowley Lake Mail Boxes?  New Boxes at McGee Chalfant Park – Basketball Courts?	Crowley and McGee have relatively new mailbox cluster units already.  The first half of the full-size concrete basketball court is complete and the 2 <sup>nd</sup> half will be completed in 2015	Ongoing	September 2015
Motor Pool	Hold Motor Pool Workshops with goals of reducing costs, fleet size, and utilization of fleet.	Held one on October 7, 2014. The Board agreed we are at appropriate fleet size and have implemented legitimate goals and utilization of fleet.	Completed	October 7, 2014
	CARB Finance Plan needs to be brought forward for consideration with <b>funding</b> options	Public Works developed another replacement/repower/retrofit proposal to bring before the BOS.  This involves working with CARB, Great Basin Unified Air Pollution Control District, and equipment and engine manufacturers/suppliers. Also included is a Draft "Request for Bid" for a single Grader engine repower. This	Completed	February 3, 2015

Department	Request	Notes	Expected completion date	Completion Date
		proposal will be presented to the Board of Supervisors for their consideration on February 3.		
Social Services	Interstate red Cross support for more rapid north county response?	<p>Mono County is part of the American Red Cross LA Region.</p> <p>Considerable progress has been gained towards strengthening Mono County's relationship with the Los Angeles Region. The LA Region Disaster Program Manager visited Mono County last October, bringing new cots and blankets, and pledged to continue to grow the relationship with Mono County. Also, per protocol, ARC LA officials will call in the Nevada Red Cross as needed.</p>	<p><b>Monitor for potential future action.</b></p> <p><b>Request completed.</b></p>	October 2014
Paramedics	EMS – new vehicle to replace expedition	Refitting of used vehicles under examination.	Ongoing	
Finance	Cash balances for CSAs?	Presented a 2014-15 Budget Hearings	Completed	September 5, 2014
CAO/Finance	Eco font save money?	Eco font savings requires a software which would cost \$1,128 per year and not yield the same in savings for reduced ink use.	Completed	January 6, 2015
CAO/Finance	Grand Jury needs to ensure budget discipline	County Counsel working with DA on addressing however, Grand Jury has authority to investigate whatever issues they see fit.	Ongoing	
CAO/Finance	Can Mono County Court report back on efforts to better collect past due fines?	Court CEO Hector Gonzalez provided report to Board. Court has not yet been successful in finding staff to	Completed	October 21, 2014, February 10, 2015

Department	Request	Notes	Expected completion date	Completion Date
		enhance collections.		
<b>Finance</b>	Law Library need?	Under review		July 1, 2015
<b>Board of Supervisors</b>	Bring back ordinance to reduce the Chairs differential pay	Item brought to the Board in July of 2014  No change to current structure made	<b>Request completed</b>	July 2014

Appendix C. Mono County Strategic Planning Framework – 2015

