Agenda Item 8
August 17, 2011
File No. 330-20

AGENDA BILL

Subject: Follow up on a "Budget by Priority" Discussion from the August 10, 2011 Special Meeting, with Answers to Town Council Questions

Initiated by: David Wilbrecht, Town Manager
Marianna Marysheva-Martinez
Mark Wardlaw, Community Development Director

BACKGROUND

On August 3, and August 10, 2011, staff presented to the Town Council details of the Town's FY 2011-12 budget by program, with programs grouped into nine priority categories, listed below.

1) Programs and Services Contributing to the Protection and Preservation of Health and Safety; Management of Risk and Liabilities
2) Programs and Services Contributing to the Preservation of Town's Essential Assets
3) Programs and Services Essential to Keep the Town's Resort Status and to Maintain the Quality of Life
4) Legally Mandated Programs or Services
5) Contractually Obligated Programs or Services
6) Fully Self-Supporting Programs and Services
7) Programs and Services That Help to Promote Town's Economic Growth
8) Programs and Services Helping to Ensure Prudent Management of Town's Finances
9) Programs and Services Helping to Ensure Prudent Management of Town's Operations

At the August 10, 2011 meeting, where each department's "budget by priority" was discussed in detail, the Town Council requested that staff make modifications to certain program details, and asked staff to return to the

August 17, 2011 meeting with responses to several questions. This agenda bill provides information requested by the Town Council.

DISCUSSION

A. Revised "Budget by Priority" Pages

At the Town Council's request, revisions have been made to "budget by priority" pages of Recreation, Public Works, Community Development, Administration and Comprehensive Leave. These department's pages are re-printed in an attachment to this agenda bill, along with all other departments, for completeness.

B. Responses to Questions from the August 10, 2011 Meeting

The Town Council posed several questions to staff at the August 10, 2011 meeting. Responses to these questions are provided below.

1. *Community Development and Administration: Provide a summary of all programs and resources dedicated to revenue compliance and enforcement.*

   Finance: Once the new Accounting Assistant I position is filled, Finance will have 1.4 FTEs working on revenue collections, including TOT, Business Tax, Utility User's Tax and all other Town revenues.

   Community Development: TOT enforcement is a new work program proposed for CDD. Staff recommends shifting 0.36 FTE staff resources to this effort (see discussion below) that will implement the efforts initiated by the Lodging Association to increase TOT compliance. Staffing will include the Director, Senior Planner, and Associate Planner in the start up phase and then fewer resources after it has become operational.

2. *Community Development: How can we enhance inspection and code compliance efforts, including revenue compliance and enforcement, by re-allocating from other areas in CDD budget?*

   The proposed work program already includes additional staff support to augment Inspection Service and Code Compliance program to 0.55 FTE. This program will focus on the appearance of the community ("paint and polish"), signs and other zoning standards, and property conditions with emphasis on Sierra Valley Sites and commercial areas.

3. *Community Development: What is the timing of the Mammoth Creek Park Concept Plan? Does it need to happen in FY 2011-12, or should the funds be re-allocated from this program to the PFFP effort? This needs to be agendized for a separate Town Council discussion.*

   This item was intended to implement recommendations of the South District NDP, draft Parks and Recreation Master Plan, DRCEDS, and the General Plan. The CDD work program anticipated completion of a concept plan in FY 2011-12. However, completion of the 5-year Capital Improvement Program (CIP) and Public Facilities and Finance Plan (PFFP) are very high priorities. A number of proposed short-term projects will be addressed through the CIP and PFFP. Therefore, the Mammoth Creek Concept Plan could be deferred and those resources allocated to the PFFP.

   Questions one through three above are concerned with prioritizing CDD resources to certain Town Council priorities. At the August 10th meeting, the Town Council expressed consensus that the programs listed below are higher priorities for FY 2011-12. Each priority program is listed with a new proposed staffing resource by full time equivalent staff resource (FTE):

   - TOT enforcement (increase resources by 0.36 FTE)
   - Code compliance (maintain current budget which increased resources by 0.30 FTE)
   - Complete Master Plans and PFFP (increase resources by 0.36 FTE)

   The following CDD programs could be deferred to provide resources to these higher priorities:

   - Complete and Adopt Single Family Transient Rental Zoning Code Amendment (0.21 FTE)
   - Complete Mammoth Creek Park Concept Plan (0.18 FTE)
   - Complete Gateway Neighborhood District Planning Study (0.17)
   - Complete Redevelopment Feasibility Study (0.17)

4. *Community Development: What is the timing of the Zoning Code Update? Does it need to happen in FY 2011-12, or should the funds be re-allocated from this program to TOT compliance and enforcement? This needs to be agendized for a separate Town Council discussion.*

   Staff recommends that the Town Council proceed with completion of the Zoning Code Update. The FY 2011-12 Budget includes staffing to complete and adopt the Zoning Code. The existing code is ambiguous, unclear, and legally deficient. Delay will continue this current negative situation and, once delayed, will cost additional time and money to restart and regain momentum.

5. *Community Development: Respond to the following questions regarding housing, posed by MLHL:*

    a. *Housing Element includes "Extremely Low Income Housing analysis, policies and programs" and "Home weatherization program development." How were these identified as program priorities?*

    These items were listed based on Housing Element Table 5-2, which indicates desired timeframes for completion of the Element's various programs and action items. In order to successfully complete the extensive list of Housing Element actions by the end of the planning period (2014), they need to be reasonably phased over time. Other action items could be selected instead, and at least one of these two items could be deferred until the next fiscal year. If delayed, staff recommends that the relatively modest number of hours "saved" (estimated at less than 0.1 FTE) be dedicated to the higher priority work efforts to adopt the Housing Ordinance and complete the Housing Strategy.

    b. *Housing Element also includes "Analysis and development of a Fair Housing Program." Fair Housing requirements are outlined by Federal Law and do not require analysis or development to be followed.*

    MLH is correct to note that Federal law prescribes Fair Housing standards. The State and most local jurisdictions have adopted policies and procedures to implement these Federal laws. The State Department of Housing and Community Development requires local agencies to address Fair Housing in the Housing Element. The Town currently has no policies or procedures in place to respond to Fair Housing complaints; this was identified by the Housing Element as a deficiency that should be corrected. The intent of this work program is for staff to consider the feasible options for such a program, and then to develop and implement it. Although a relatively modest work effort (estimated at approximately 0.15 FTE), it could be deferred. If deferred, these resources should be shifted to the adoption of the Housing Ordinance and Housing Strategy.

c. *Housing Ordinance Administration includes "Determination on fees and housing mitigation requirements for development projects" and "determination and analysis for proposed Alternate Housing Mitigation Plans." These items should not be paid for by the 2002A Housing funds. These are project specific items that have historically and should continue to be paid for by a project developer along with their other required Planning and Application Fees.*

Staff agrees with this comment; this effort is not related to typical permit processing activities. Rather, it acknowledges the ongoing policy level issues encountered with resolving current housing requirements. This effort is now reallocated in the budget from this item to the adoption of the housing ordinance work program.

d. *Housing Services- The deliverables here seem to describe the administration of the workforce housing budget. It would be very helpful to understand the cost for the Town's administration of the workforce housing funds and see how that compares to the cost of the administration of the other 2002A funds.*

Staff estimates the total cost of administering the workforce housing budget, including working with MLH to develop the fiscal year budget and contract, invoice review and processing, and reporting, at approximately $12,700, equivalent to approximately 4% of MLH's annual contract amount. This is exclusive of staff resources dedicated to administering and monitoring current and past housing related grants, and to provide necessary professional services (planning, inspection, coordination, and meetings) to support and augment the work of MLH.

Based on review of past practices and procedures, the Town Manager has directed CDD to take a more active role in managing and tracking the workforce housing budget, including a higher level of scrutiny and reporting than has been the case in the past.

It is not possible to compare this expenditure to that associated with administering other 2002A funds, because the Town has not tracked this specific data over time. However, for purposes of comparison, Town consultant or public works contracts typically have administrative and management expenses in the 10 to 15 percent range, depending on the scope of the project. Measure R sets aside 4% of its budget for administrative expenses.

6. *Community Development: Bring back on August 17 a separate budget summary of all housing-related programs, clearly identifying which funds pay for the MLH contract, debt service, and Town staff time.*

   Staff has modified the previous budget table to more clearly show the allocation of funds to each of these categories, and more precisely define the tasks and deliverables for each. The "Monitoring" program title has also been modified to more clearly note that it refers to the pass-through grant monies from the Town to MLH. The associated budget, General Fund Budget, and FTEs are summarized below. Please refer to the more detailed tables attached for additional information on each item, where modified information is highlighted in red.

Program Description	**FY 2011-12 Budget**	**FY 2011-12 General Fund Budget**	**FY 2011-12 FTE**
Priority Area 3: Programs and Services Essential to Keep the Town's Resort Status and to Maintain the Quality of Life			
Housing Element	$32,607	$32,607	0.15
Priority Area 4: Legally Mandated Programs or Services			
Housing Ordinance Administration	$18,632	$18,632	0.09
Priority Area 5. Contractually Obligated Programs or Services			
Housing Services	$60,555	$60,555	0.27
Monitoring (Pass Through Grant Funds)	$513,149	$4,658	0.02
Housing – Debt Service for Land	$272,349	$272,349	0
Mammoth Lakes Housing Contract	$346,516	$346,516	0
Housing Urban Futures	$11,500	$11,500	0
Total	**$1,254,768**	**$746,817**	**0.53**

RECOMMENDATION:

Staff requests that the Town Council accept this informational report and provide any necessary direction.

Attachment: Budget by Priority and Program, for each department

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

SUMMARY BY DEPARTMENT

1. Programs and Services Contributing to the Protection and Preservation of Health and Safety; Management of Risk and Liabilities

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$2,164,864	$593,814	2.50
Police	$4,717,747	$4,226,462	19.00
Recreation	$0	$0	0.00
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$7,409,990	$4,099,288	25.98
Community Development and Workforce Housing	$66,773	$66,773	0.55
Administration	$30,000	$30,000	0.00
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$14,389,374	**$9,016,337**	**48.03**

2. Programs and Services Contributing to the Preservation of Town's Essential Assets

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$1,326,278	$835,642	2.00
Police	$0	$0	0.00
Recreation	$0	$0	0.00
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$0	$0	0.00
Community Development and Workforce Housing	$0	$0	0.00
Administration	$139,540	$139,540	0.00
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$1,465,818	**$975,182**	**2.00**

3. Programs and Services Essential to Keep the Town's Resort Status and to Maintain the Quality of Life

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$0	$0	0.00
Police	$143,515	$143,515	0.00
Recreation	$746,938	$453,066	7.32
Tourism & Marketing	$2,364,101	$2,364,101	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$4,165,553	$545,110	1.84
Community Development and Workforce Housing	$506,626	$367,831	2.94
Administration	$0	$0	0.00
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$7,926,733	**$3,873,623**	**12.10**

4. Legally Mandated Programs or Services

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$0	$0	0.00
Police	$0	$0	0.00
Recreation	$10,853	$10,853	0.10
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$648,259	$580,777	1.58
Community Development and Workforce Housing	$1,020,033	$624,029	4.23
Administration	$1,552,085	$1,552,085	6.75
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$3,231,230	**$2,767,744**	**12.66**

5. Contractually Obligated Programs or Services

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$0	$0	0.00
Police	$0	$0	0.00
Recreation	$117,450	$117,450	0.08
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$0	$0	0.00
Community Development and Workforce Housing	$1,204,069	$695,578	0.29
Administration	$0	$0	0.00
Debt Service	$730,748	$417,821	0.00
Comprehensive Leave and Employee 125 Plans	$646,935	$0	0.00
	$2,699,202	**$1,230,849**	**0.37**

6. Fully Self-Supporting Programs and Services

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$0	$0	0.00
Police	$0	$0	0.00
Recreation	$1,923,853	$10,000	0.15
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$2,073,606	$0	1.09
Community Development and Workforce Housing	$486,668	$0	1.99
Administration	$0	$0	0.00
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$4,484,127	**$10,000**	**3.23**

7. Programs and Services That Help to Promote Town's Economic Growth

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$0	$0	0.00
Police	$0	$0	0.00
Recreation	$0	$0	0.00
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$0	$0	0.00
Community Development and Workforce Housing	$0	$0	0.00
Administration	$326,804	$326,804	1.85
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$326,804	**$326,804**	**1.85**

8. Programs and Services Helping to Ensure Prudent Management of Town's Finances

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$0	$0	0.00
Police	$0	$0	0.00
Recreation	$0	$0	0.00
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$0	$0	0.00
Community Development and Workforce Housing	$14,195	$14,195	0.14
Administration	$743,930	$743,930	4.85
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$758,125	**$758,125**	**4.99**

9. Programs and Services Helping to Ensure Prudent Management of Town's Operations

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$0	$0	0.00
Police	$845,603	$845,603	3.00
Recreation	$19,580	$19,580	0.15
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$0	$0	0.00
Community Development and Workforce Housing	$20,374	$20,374	0.15
Administration	$329,434	$329,434	1.55
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$1,214,991	**$1,214,991**	**4.85**

10. All Other Programs and Services

Department	Amount attributed to above priority area from the FY 2011-12 Total Budget	Amount attributed to above priority area from the FY 2011-12 General Fund Budget	FY 2011-12 Total FTEs Supporting the Above Priority Area
Airport	$0	$0	0.00
Police	$42,000	$42,000	0.00
Recreation	$0	$0	0.00
Tourism & Marketing	$0	$0	0.00
Public Works (includes work on Capital Projects, Assessment Districts and Development Impact Fees)	$0	$0	0.00
Community Development and Workforce Housing	$0	$0	0.15
Administration	$11,000	$11,000	0.00
Debt Service	$0	$0	0.00
Comprehensive Leave and Employee 125 Plans	$0	$0	0.00
	$53,000	**$53,000**	**0.15**

TOTALS	**$36,549,404**	**$20,226,655**	**90.22**

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

AIRPORT

1. Programs and Services Contributing to the Protection and Preservation of Health and Safety; Management of Risk and Liabilities

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Airport Operations In Support of Commercial Air Service and General Aviation	Operate an FAA certified Class I commercial service airport in compliance with FAA Part 139 and TSA certified Category III airport in compliance with CFR Part 1542. Provide safety, security, aircraft rescue and firefighting, snow removal, facilities maintenance, weather reporting, public parking, etc. 365 days a year. Manage contracts with Enterprise and Hertz rental car companies and taxi / shuttle services. Provide a high service level for General Aviation customers and collect fees through our Fixed Base Operator contract with Hot Creek Aviation. Provide contracted planning, engineering and environmental studies for airport development including a new terminal building, aircraft ramps, and public parking all funded by FAA grants.	Support seven commercial flights daily during peak winter days from Los Angeles, San Francisco, San Jose, San Diego, and Orange County and one flight daily from Los Angeles in the summer. We are forecasting over 30,000 enplanements this year. Construct an enhanced passenger holding area with food and beverage service to improve the passenger experience. Utilize our annual $1,000,000 FAA Entitlement Grant funding to pay off the temporary terminal debt of $1,450,000 and fund an Environmental Assessment at $450,000 for a new commercial terminal building.	$2,164,864	$593,814	2.50	Town of Mammoth Lakes General Plan; Destination Resort Community and Economic Development Strategy; Airport Layout Plan (ALP)	Essential to meet Town's policy objectives, maintain resort status, and maintain current revenues from travelers.	If funding is reduced commercial air service must be reduced or cancelled. The Town's resort status and revenues will most likely suffer as a result.
Subtotal - Priority Area			**$2,164,864**	**$593,814**	**2.50**			

2. Programs and Services Contributing to the Preservation of Town's Essential Assets

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Transit Operations	Operate, maintain and plan the Town's free, year round, fixed route transit system (contracted through ESTA). Provide winter and summer maps and signage. Coordinate with ESTA and MMSA for the planning and implementation of an integrated Town Transit System and a seamless regional transit program. Conduct bi-annual transit workshops through the Mobility Commission to solicit public input and improve transit operations.	Provide 19,000 service hours through the management of the ESTA contract. The ESTA contract provides drivers, dispatch, and management oversight services. Accommodate an estimated 400,000 local and visitor riders this year. Operate six trolleys and six cut-a-way buses and maintain the Transit Facility. Routes include the Old Mammoth Lift, Mid-Town Lift, Winter Dinner Trolley, Summer Trolley, Lakes Basin Trolley, and Dial-A-Ride.	$1,326,278	$835,642	2.00	Town of Mammoth Lakes General Plan; Destination Resort Community and Economic Development Strategy	Essential to meet Town's policy objectives, maintain resort status, and support both visitors and the work force.	Reducing funding will reduce the transit service level commensurately.
Subtotal - Priority Area			**$1,326,278**	**$835,642**	**2.00**			
TOTALS			**$3,491,142**	**$1,429,456**	**4.50**			

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

POLICE

1. Programs and Services Contributing to the Protection and Preservation of Health and Safety; Management of Risk and Liabilities

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Police Patrol-Front Line	Front line police service, including uniformed patrol, response to calls for service, preventative patrol, traffic enforcement, parking enforcement, follow-up investigations (Detectives), records management, property and evidence, School Resource Officer, narcotics enforcement, crime prevention, emergency operations, and police dispatch. Police dispatch services are provided by the Mono County Sheriff's Department through a contract.	Respond to calls for service within 5 minutes; reduce Part One crime by 5%; enhance directed traffic patrol efforts to target locations with a traffic accident history along with complaint of locations; reduce hit and run and injury collisions by 10%; reduce parking congestion in the North Village; increase parking enforcement by 10%; clear at least 15% of Part One crimes; re-establish the Drug Abuse Resistance Program and present it to Mammoth Unified School District students; and evaluate the Town's emergency preparedness, include the Lodging Association in emergency operations, and participate in EOC exercises involving Town staff.	$4,712,747	$4,221,462	19.00	Section S.2 of the Town's General Plan establishes the Goal to "Keep Mammoth Lakes a safe place to live, work and play." Section S.2.B,C, and D establish Police Enforcement policies to ensure effective code enforcement and policing programs, provide public safety facilities at multiple locations to facilitate prompt response times, and increase public access to police services. General Plan Goal S.4 is to Maintain adequate emergency response capabilities, including maintaining an emergency plan and cooperate with emergency response agencies to maintain preparedness to respond to all types of emergencies.	All services listed in the Program Description are legally mandated except for parking enforcement, School Resource Officer, narcotics enforcement and crime prevention. Police Dispatch is contracted for with the Mono County Sheriff's Department. The remaining services are all deemed to be essential in maintaining the protection and preservation of health and safety.	Public safety is crucial to maintaining the quality of life in Mammoth Lakes for both residents and visitors. Mammoth Lakes has a well deserved reputation as a good place to live and visit in part because it is safe. Reductions in staffing in front line police service would result in an increase in crime and disorder.
Drug Enforcement	DARE Program	Re-establish the Drug Abuse Resistance Education (DARE) Program with the School District and provide DARE instruction to students.	$5,000	$5,000	0.00	Section S.2 of the Town's General Plan.	The DARE program is not legally mandated. It was requested to be reinstated by the Superintendent of Schools and is an essential element in reducing drug usage by youth.	The DARE program is presented by the School Resource Officer. There has been a marked increase of risky behavior by Middle and High School students in the past year, and the lessons of DARE will help them avoid bad choices.
Subtotal - Priority Area			**$4,717,747**	**$4,226,462**	**19.00**			

3. Programs and Services Essential to Keep the Town's Resort Status and to Maintain the Quality of Life

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Animal Control Services	Maintain effective wildlife management and animal control programs that effectively manage the bears and other wildlife, and protects the public from stray pets and returns them to their owners. This is done through contracts with the Town's Wildlife Specialist for wildlife management and with Mono County for their animal shelter.	Obtain approval from the USFS for the Town's Wildlife Specialist to utilize lethal and non-lethal weapons in the Forest areas of the Town; expand the responsibilities of the Wildlife Specialist to increase public education and enforcement; working with Public Works, the Wildlife Specialist, Bear-With-Us, and the USFS, increase wildlife signage; and support the Public Works Department in strengthening the Town's ordinance on securing dumpsters and trash receptacles.	$143,515	$143,515	0.00	Section S.2 of the Town's General Plan establishes the goal to keep Mammoth Lakes a safe place to live, work and play.	Mammoth Lakes has a unique wildlife management program that is not legally mandated but considered essential by many in the community. The contract Wildlife Specialist, working with members of the Police Department, helps control the bear population. A portion of this program pays for the Town's portion of the County's Animal Control shelter.	The Wildlife Specialist stars in a widely viewed television program on the Discovery Channel called "The Bear Whisperer." This has resulted in a large amount of free publicity that has caused people to plan vacations in Mammoth. He has become a local celebrity. His work helps keep the bears in check which means the Town is cleaner and safer for visitors and residents. The County Animal Shelter provides a place for lost and abandoned animals to be housed resulting in fewer domestic related animal problems.
Subtotal - Priority Area			**$143,515**	**$143,515**	**0.00**			

9. Programs and Services Helping to Ensure Prudent Management of Town's Operations

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Police Administration	The command staff of the Police Department consists of the Police Chief, second-in command Lieutenant, and Executive Assistant to the Police Chief. This team is responsible for establishing a vision, planning, internal discipline, employee development, community relations, developing and managing the Police budget, and other responsibilities associated with the highest risk, most visible, and only department that operates 24 hours a day.	Expand outreach to the community through continuing efforts with the Police-Community Hispanic Advisory Committee, reinstitute a Neighborhood Watch Program, and expand the Community Police Academy; maximize grant funding opportunities by seeking Federal COPS grant funds to hire another officer, seeking additional grant funding sources, and improve grant reporting procedures; conduct supervisory development by conducting a Team Building Workshop sponsored by P.O.S.T.; obtain advanced supervisory training for sergeants; and participate in a P.O.S.T. study of the Police Department to determine appropriate staffing levels, deployment schedule, and management structure of a Police Department that provides law enforcement services to a town with a full time population of 8K but a peak visitor population of 30K.	$845,603	$845,603	3.00	Section S.2 of the Town's General Plan.	A police chief is legally mandated for a municipal police department. An adequately staffed command staff and management team is essential for the proper operation of a police department, the only Town department that operates 24/7. The Police Department also creates the greatest potential for liability due to the nature of their work. The current staffing of the command staff and management team is barely adequate. Research will show that law enforcement scandals are often caused by the failure of basic police supervision and management.	The Police Department is coming out of a difficult period of time where its reputation within the community was sullied. The Police Department is functioning efficiently and consistent with the tenets of community policing. Progress has been made in building bridges with disenfranchised members of the community. The current command staff is stable and the supervisory corps are focused on providing positive and effective leadership. Reductions in the management team could expose the Town to greater liability, damage relations with the community, and negatively impact the Town's reputation.
Subtotal - Priority Area			**$845,603**	**$845,603**	**3.00**			

10. All Other Programs and Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Police Investigative Services	Conduct confidential enforcement and background checks for police applicants and certain applicants for licenses.	Complete background checks in a timely manner.	$1,500	$1,500	0.00	Section S.2 of the Town's General Plan.	The Town is legally obligated to conduct background checks on some applicants.	The inability to conduct background checks would result in applicants for licenses not being processed and employees not being hired.
Police Training	Provide mandatory and discretionary training for Police Department staff.	Maximize P.O.S.T. reimbursement by processing reimbursements in a timely manner and focus on P.O.S.T. reimbursable courses whenever possible; and prioritize training as follows: legally mandated training, leadership training, tactics training.	$40,500	$40,500	0.00	Section S.2 of the Town's General Plan.	The California Commission on Peace Officer Standards and Training (POST) legally requires certain levels of training for police officers to remain certified. Some of this mandated training is reimbursable from POST. Approximately 50% of the training planned is legally mandated. The additional training is essential to keep officers current with critical issues such as case law, tactical proficiency, and emerging trends.	A properly trained police department reduces the potential for liability to the Town and maintains a high level of professional and public service. Reductions in training of police officers would jeopardize much of the progress that has occurred in the recent past.
Subtotal - All Other			**$42,000**	**$42,000**	**0.00**			
TOTALS			**$5,748,865**	**$5,257,580**	**22.00**			

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

RECREATION

3. Programs and Services Essential to Keep the Town's Resort Status and to Maintain the Quality of Life

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Recreation Programming	Provide diverse community-centric municipal recreation activities, events and programs to the residents and visitors of Mammoth Lakes.	1). Produce a variety of seasonal camps for children 7-18 yrs old. 2). Contract professional instructors for tennis lessons, gymnastics, Zumba Fitness, and other demand-based activities for all ages. 3). Produce seasonal Softball, Basketball, Baseball Leagues & Tournaments. 4). Produce special events: Halloween, Tree Lighting Ceremony, Easter & ice rink opening. 5). Administer professional service agreements, insurance requirements and participant waivers. 6). Manage Facility Use Agreements with a variety of local sporting organizations.	$367,789	$294,289	4.67	TOML 2007 General Plan, TOML Recreation Plan, Parks & Recreation Master Plan, Trail System Master Plan, RecStrats Implementation Plan, Measure R & U Funding Priorities	The community and the Town Council have determined that recreation services are essential to the Mammoth Lakes community. Staff are required to contract professional instructors, administer professional service agreements, insurance certificates, participant waivers and Facility Use Agreements.	Staff is budgeting to receive $42,500 in recreation program revenue. A reduction in services would result in less or the elimination of summer camps, programs and events offered by the department. This could have an adverse effect on our community's quality of life, crime and mischief, along with the ability to facilitate social connections, human development, therapy, and lifelong learning. In short parks and recreation services make our lives better! Professional contract instructors provide a number of recreation programs for the community.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Whitmore Pool	Seasonal operation and programming of Whitmore Pool	1). Offer a variety of programmed and demand-based activities. Includes: Lap swim (Triathlon lap swim), American Red Cross Swim Lessons, recreation swim, private lessons & stroke improvement classes. 2). Manage Facility Use Agreement for Mammoth Lakes Swim Team. 3) Operate the Whitmore Pool with seasonal staff. 4). Liaise with Parks Maintenance for any needed repairs.	$89,055	$44,527	1.37	TOML 2007 General Plan, TOML Recreation Plan, Parks & Recreation Master Plan, RecStrats Implementation Plan, Measure R & U Funding Priorities	The community and the Town Council have determined that Whitmore Pool services are essential to the Mammoth Lakes community. In addition, the management of the Mammoth Lakes Swim Team Facility Use Agreement is a legal responsibility of the Town.	Staff is budgeting to receive $16,000 in Whitmore pool program revenue. A reduction in service would potentially see a shorter swim season for the Sharks and reduced hours of operation for the public. A reduction in services would also see a decline in the quality of life for our community who utilize our many facilities and the programs that the Town offers. Many of our youth are the product of parks and recreation programs. As some children recently said: "What else would we do?"
Multi-use facility & Ice Rink	Operation and programming of facility	1.) Offer a variety of programmed and demand-based activities. Includes: Public skating, lessons, pick-up hockey, special events, skate rental, limited F&B, skate sharpening. 2). Operate the facility with seasonal staff. 3). Liaise with Parks Maintenance for any needed repairs. 4). Conduct research and analysis to determine appropriate use activities for non-winter programming.	$251,068	$75,224	1.13	TOML 2007 General Plan, TOML Recreation Plan, Parks & Recreation Master Plan, RecStrats Implementation Plan, Measure R & U Funding Priorities	Operation of the Multi-use facility and Ice Rink is a responsibility of the Town as per the TOML/MUSD Ice Rink lease.	Staff is budgeting to receive $60,000 in winter Ice Rink revenue. A reduction in service would potentially see a shorter season and reduced hours of operation for the public.
Recreation Commission	Staff support to the commission (6)	1). Schedule meetings. 2). Produce & post meeting agendas. 3). Draft staff reports and post meeting minutes.	$39,026	$39,026	0.15	TOML 2007 General Plan, TOML Recreation Plan, Parks & Recreation Master Plan, RecStrats Implementation Plan, Measure R & U Funding Priorities	This program is essential to help the Recreation Commission accomplish its essential tasks.	A reduction in funding would reduce the number of commission meetings. However, the majority of the cost (66%) is Suite Z rental.
Subtotal - Priority Area			**$746,938**	**$453,066**	**7.32**			

4. Legally Mandated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Permit Administration	Manage Town-owned/managed recreation assets	1). Issue Special Event Administrative Permits. 2). Rent recreation facilities on a hourly or daily basis. 3). Administer Measure R Equipment Use	$10,853	$10,853	0.10	None	This program is essential to risk management and the Town's insurance provider CJPIA.	A reduction in funding would increase the time it takes to process a permit and rent a facility or field.
Subtotal - Priority Area			**$10,853**	**$10,853**	**0.10**			

5. Contractually Obligated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Fishing Enhancement	Fish Stocking, provided through a contract.	1). Draft Professional Services Agreement with Inland Aquaculture LLC. 2). Schedule for the stocking of 440 lbs. of Alpers Trout in Lake Mary, Lake Mamie, Lake George and Twin Lakes every week in summer months. 3). Stock the Children's Fishing Festival with 1000 lbs. of Alpers Trout prior to the even. 4). Administer agreement.	$54,000	$54,000	0.01	Town of Mammoth Lakes General Plan; Destination Resort Community and Economic Development Strategy	This program is essential in bringing visitors to the Town, whose stay and recreation activities generate revenue for the Town.	A reduction in funding would reduce the number of fish stocked in the Lakes Basin and Children's Fishing Festival. This could have an adverse effect on visitation, TOT and Sales Tax.
Local Program Funding	Annual Youth Sports Funding Program. Recipients include DSES, Husky Club, Swim Team, AYSO, Little League, youth football and the Mammoth Ski Education Foundation	1). Advertise annual funding cycle. 2). Produce & present Recreation Commission Staff Report & Town Council Agenda Bill. 3). Notify and send approved checks to youth sporting organizations. 4). Post information and award on website.	$28,800	$28,800	0.05	Town of Mammoth Lakes General Plan; Destination Resort Community and Economic Development Strategy	This program has been determined to be essential by the community and the Town Council.	Our local youth sporting groups are reliant upon funding from the town. Reduced funding would impact their ability to offer seasonal sports for our hundreds of youth.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
July 4 Celebration	Independence Day Celebrations, provided through contracts.	Contract for the production of the July 4 Fireworks Spectacular at Crowley Lake, and POPS in the Park. Includes consultant contracts and associated event & permit fees.	$34,650	$34,650	0.02	Town of Mammoth Lakes General Plan; Destination Resort Community and Economic Development Strategy	This program is essential in bringing visitors to the Town, whose stay and recreation activities generate revenue for the Town.	Reduced funding would impact the length of the Fireworks show, and reduce the size of the POPS in the park event. The effect on TOT and Sales Tax is hard to validate. This program is run almost entirely by contractors.
Subtotal - Priority Area			**$117,450**	**$117,450**	**0.08**			

6. Fully Self-Supporting Programs and Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Annual Recreation Guide	Annual Mammoth Lakes Recreation Guide	1). Contract for the production of an annual Recreation Guide. Includes a comprehensive listing of all camps, programs and events offered by the Recreation Department (Includes programming offered by our recreation partners). 2). Sell advertising for the guide (100% cost recovery). 3). Distribute guide throughout Mammoth Lakes and insert online.	$10,000	$10,000	0.05	Annual participant surveys and performance metrics are used to determine programming. RecStrats will also be a valuable source document for program development.	In order to bring visitors to the Town, it is essential to publicize the recreational activities and programs offered by the Town. In addition, the Recreation Guide production pays for itself.	This program is 100% cost recovery, and is produced by contract.
Measure R Administration	Administrative staff costs	Incorporates planning and administration of Measure R Fall & Spring process.	$27,649	$0	0.10	Measure R approved as a policy document by the Mammoth Lakes voters.	Measure R activities are mandated by the local voter-approved measure.	This program has no direct general fund impact.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Measure R	Current Planning & Obligated Funds for Measure R.	Includes all awarded projects and funding. Includes: MLTPA, Mammoth Track Project, Mammoth Trails event equipment, PRMP and Mammoth Biathlon/Nordic feasibility and planning study.	$600,590	$0	0.00	Measure R approved as a policy document by the Mammoth Lakes voters.	Measure R activities are mandated by the local voter-approved measure.	This program has no direct general fund impact.
Measure R	Unallocated Funds	Administer funds available for award.	$362,761	$0	0.00	TOML 2007 General Plan, Parks & Recreation Master Plan, Trail System Master Plan, RecStrats Implementation Plan, Measure R Funding Priorities	Measure R activities are mandated by the local voter-approved measure.	This program has no direct general fund impact.
Measure U	Unallocated Funds	Administer funds available for award	$922,853	$0	0.00	TOML 2007 General Plan, Parks & Recreation Master Plan, Trail System Master Plan, RecStrats Implementation Plan, Measure U Funding Priorities	Measure U activities are mandated by the local voter-approved measure.	This program has no direct general fund impact.
Subtotal - Priority Area			**$1,923,853**	**$10,000**	**0.15**			

9. Programs and Services Helping to Ensure Prudent Management of Town's Operations

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Public Information	Dissemination of town operational and emergency information	1). Perform all tasks associated with the responsibilities of a Municipal Public Information Officer. 2). Town website content administrator. 3). Issue Town e-News, Press Releases, Public Service Announcements & media liaison.	$19,580	$19,580	0.15	Emergency Procedure Manual, and PSRA Code of Ethics and Professional values.	Not mandated but emergency communication is an essential service.	Town Administration funds this portion. Reduced funding would reduce the time dedicated to disseminating town information and emergency information, along with impacts to the website and online communication with our 1,556 subscribers.
Subtotal - Priority Area			**$19,580**	**$19,580**	**0.15**			

TOTALS	**$2,818,674**	**$610,949**	**7.80**

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

TOURISM AND MARKETING

3. Programs and Services Essential to Keep the Town's Resort Status and to Maintain the Quality of Life

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Support of tourism promotion and marketing activities of Mammoth Lakes Tourism (through 2.5% of TOT and entire amount of Business License Tax revenue)	MLT is the contracted entity performing this service. MLT provides tourism promotion and marketing services for the Town. It is responsible for: actively marketing the Town as a destination resort; maintain and use as a marketing tool the www.VisitMammoth.com website; continue leading the Town's branding effort; develop partnerships to increase funding and marketing opportunities to enhance the Measure A funding from the Town; and facilitate collaborative marketing efforts within the business / lodging community.	Fund Town's one-third share of the FY 2011-12 air service guarantee of up to $215,000; work with other partners to ensure necessary funding; work actively to minimize or eliminate the guarantee amount by increasing air travel during the summer. Gather and report to the Town information and data on Mammoth Lakes visitors, particularly by air. Increase the number of air travelers to Mammoth Lakes by 10% during FY 2011-12; increase TOT by 3% above the budgeted estimate for FY 2011-12. Engage with Town staff and the Lodging Association to continue a coordinated effort to enforce the Transient Occupancy Tax revenue collection. Continue collaboration with the Mammoth Lakes Event Coalition, cross selling and promotion. Explore and encourage creation of a Restaurant Association through the Mammoth Lakes Chamber of Commerce. Finalize Mammoth Yosemite Air Alliance funding plan and benefits package. Work with the Fishing Coalition to explore fishing season kick-off event, partners and marketing opportunities.	$2,364,101	$2,364,101	0.00	Town of Mammoth Lakes General Plan; Destination Resort Community and Economic Development Strategy; Mammoth Lakes Tourism - Marketing and Sales Plan, including 3-5 year outlook.	Spending on marketing and tourism promotion is necessary to meet Town's policy objectives, maintain resort status, maintain current revenues from travelers, and to encourage responsible visitor growth for the Town's future success.	If marketing efforts are reduced, the Town's resort status and revenues would suffer as a result.
Subtotal - Priority Area			**$2,364,101**	**$2,364,101**	**0.00**			

TOTALS	**$2,364,101**	**$2,364,101**	**0.00**

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

PUBLIC WORKS

1. Programs and Services Contributing to the Protection and Preservation of Health and Safety; Management of Risk and Liabilities

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustain current revenue base, if program's funding / staffing reduced
Snow Removal (incl winter garage)	Street and sidewalk snow and ice removal (part of this work program is accomplished through contracts for Juniper Ridge, The Bluffs and the Library Parking Lot, Police Station, Transit Facility and Sawmill Cutoff Road)	This work program includes winter roadway preparations and snow and ice removal on all Town roads (104 lane miles) including trucking snow as needed for the Old Mammoth Road and North Village assessment districts; sidewalk and multi-use path snow and ice removal is performed on key walking routes; maintenance of all winter vehicles and equipment.	$2,528,079	$1,264,040	8.61	General Plan 2007 - Community Design, Mobility, Resource Management and Conservation, and Public Health and Safety Elements; Air Quality Management Plan; Regional Transportation Plan.	Essential and Mandated for entire program - Year-round maintenance of improvements is stipulated in State and Federal grant agreements; Calif. State Fire Code Chapter 5 and Appendix D requirements for emergency access; TML Snow Removal Policy; Streets and Highways Code; Great Basin Air Pollution Control District; Maintenance of all winter vehicles and equipment is required for safe operation per Ca. Vehicle Code and for delivery of service; CJPIA.	Snow removal equipment requires experienced operators. The loss of one operator translates to idle equipment. Full time staff has been reduced by 20% in the FY11/12 budget. This results in negative impacts to service levels, mobility of residents, visitors and emergency services. Visitors will choose other resorts over Mammoth if they are snowed in and can't safely move around Town. Reductions in TOT and sales tax.
Street Maintenance (incl summer garage)	Manage and maintain public right-of-way and infrastructure	Street maintenance operations include street repair (patching, crack repair, painting), road rehabilitation (deep crack repair and overlay of Meridian Blvd and Sierra Park Road for FY 11/12), Traffic signal and street light maintenance, installation of regulatory signage, storm drain maintenance, special projects as directed; maintenance of all summer vehicles and equipment.	$2,342,218	$2,199,608	7.98	General Plan 2007 - Community Design, Mobility, Resource Management and Conservation, and Public Health and Safety Elements; Air Quality Management Plan; Regional Transportation Plan.	Essential and Mandated for entire program - Maintenance of improvements is stipulated in State and Federal grant agreements; Streets and Highways Code; Maintenance of all summer vehicles and equipment is required for safe operation per Ca. Vehicle Code and for delivery of service; Traffic signals, regulatory signage required by Ca. Vehicle Code and MUTCD; CJPIA.	Staffing levels in this program have been reduced by 20% in the FY11/12 budget. Maintaining the public right-of-way requires constant attention. Additional staffing reductions in this program will severely limit our ability to effectively deliver services. This will result in higher deferred maintenance cost to the road network, reduced levels of service in the maintenance of traffic signals, signage, street lights, and drainage systems. This results in negative impacts to mobility of residents, visitors and emergency services. Visitors will choose other resorts over Mammoth if they can't safely move around Town. Reductions in TOT and sales tax.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Garage Services (Internal Service Fund - expenditures are offset by revenues from other departments, outside contracts)	Maintenance of all Town owned vehicles and equipment. This program also provides contract services to MUSD, MLFPD and MCOE	Garage Services provides maintenance services for all Town-owned vehicles and equipment, MLFPD vehicles, MCOE and MUSD buses, and Town transit vehicles operated by ESTA; vehicle replacement and the sale of decommissioned vehicles. During periods of heavy snow garage staff operates plow trucks.	$1,453,351	$0	5.35	General Plan 2007 - Mobility, Resource Management and Conservation, and Public Health and Safety Elements; Air Quality Management Plan.	Essential and Mandated for entire program - Maintenance of all winter vehicles and equipment is required for safe operation per Ca. Vehicle Code and for delivery of service; Ca. Air Resources Board requirements; Great Basin Air Pollution Control District; Contractual requirements for services provided to outside entities; CJPIA.	Minimum staffing levels are currently in place for this program during 24-hr operations. Any reduction in staffing will adversely impact delivery of service. This affects the operation of all Town vehicles and equipment, contract services and service levels provided by winter and summer maintenance operations, which negatively impacts resident and visitor services, TOT and sales tax.
Facilities Maintenance	Building maintenance, transit shelters, community center, Town Hall, MLPD	This program provides janitorial and special project services for all Town owned facilities, including repair and maintenance of transit shelters, community center, town offices, Council chambers and police department.	$370,223	$81,839	1.48	General Plan 2007 - Mobility, and Public Health and Safety Elements.	Essential and Mandated for entire program - Maintenance of Town offices and public facilities is essential to the effective delivery of services and is mandated by the Ca. Department of Industrial Relations for public office space; Health and Safety Code; CJPIA.	Without Facilities Maintenance public offices and buildings become less attractive for employees and the community that use them. Maintaining facilities in good repair presents a positive look and feel to the community and visitors. There are 1.48 FTE's in this program currently. Further reductions would have a negative impact on the Town's facilities and would reflect negatively on Mammoth as a resort community. Potential impact on visitor driven revenues.
Parks Maintenance	Manage and maintain all park facilities, Whitmore Pool and playgrounds (some contracts for landscape maintenance are utilized)	This program provides for the repairs and maintenance of all park facilities, including Shady Rest, Trails End, Community Center and Mammoth Creek Parks; Whitmore Pool and Recreation Area; Tennis Courts; the skateboard park and ice rink/multi-use facility. Manages Main Street and Old Mammoth Road landscape maintenance.	$716,119	$553,801	2.56	General Plan 2007 - Parks, Open Space, and Recreation; Resource Management and Conservation, and Public Health and Safety Elements.	Essential and Mandated for entire program - Maintenance of improvements is stipulated in State and Federal grant agreements; Health and Safety Code; CJPIA.	Maintenance of community Parks and Recreation facilities is essential to the health of Mammoth's resort economy and to the community that uses these facilities. Maintaining facilities in good repair presents a positive look and feel to the community and visitors. There are 2.56 FTE's in this program currently. Any reductions in this program would result in rapid degradation of facilities and loss of programming opportunities. This relates directly to a loss of TOT and sales tax revenues.
Subtotal - Priority Area			**$7,409,990**	**$4,099,288**	**25.98**			

3. Programs and Services Essential to Keep the Town's Resort Status and to Maintain the Quality of Life

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Capital Projects Engineering	Design, construction & inspection services to implement the 5-year CIP (this program manages engineering related contracts for service, including: survey, design and construction management)	This program is supported by Engineering Services and provides professional engineering and construction management services to support implementation of the Town's capital improvement program. FY 11/12 CIP highlights include completion of the Town's $14M Lake Mary Bike Path project and the $2.5M USFS/Town Lake Mary Bike Path completion project. Projects also include trail system signage and way finding, safe-routes-to-schools sidewalk projects, college connector path, and Ice Rink/Multi-use Facility.	$4,165,553	$545,110	1.84	General Plan 2007 - Community Design, Mobility, Resource Management and Conservation, Parks Open Space and Recreation, and Public Health and Safety Elements; 5-year Capital Improvement Program; Regional Transportation Plan.	This program is essential and is mandated by the General Plan and overall resort strategy. Rehabilitation of existing facilities, roadways and structures are health and safety, and asset management related issues. Construction of new facilities like the Lakes Basin Path, Airport Terminal and Transit Facility are driven by the goals, policies and actions described in the General Plan and lower tier planning documents.	There are 1.84 FTE's available to support this program in FY11/12. A significant piece of the resort strategy is implementation of the 5-year Capital Improvement Program and asset management. Staffing is currently at an all time low in this program. Any further reductions would severely limit the Town's ability to implement priority capital improvement projects and effectively manage capital assets in the future. This could be damaging to the resort economy and community and have an adverse affect on visitor driven revenues and property taxes (valuations).
Subtotal - Priority Area			**$4,165,553**	**$545,110**	**1.84**			

4. Legally Mandated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Engineering	Review engineering permit apps, subdivision and parcel maps and support all engineering functions of the Town (some contracts are utilized for Town Surveyor and GIS services)	This program is supported by Engineering Services and performs review of development related applications such as lot line adjustments, tentative tract and parcel maps and final maps, and improvement and grading permit applications; provides staff support to the Mobility and Local Transportation Commissions.	$648,259	$580,777	1.58	General Plan 2007 - Community Design, Mobility, Resource Management and Conservation, and Public Health and Safety Elements.	This program is essential and mandated - is mandated by the General Plan and overall resort strategy and state law regarding the processing of development applications, compliance with State Subdivision Map Act and local codes and ordinances.	There are 1.58 FTE's available to support this program in FY11/12. The Town's ability to process development applications and permits requires substantial involvement from the Engineering Division to ensure that applicable state, federal and local laws are addressed through these processes. Delivering efficient services is an important factor in the Town's ability to facilitate development that is consistent with the Resort Investment strategy. Staffing is currently at an all time low in this program. Any further reductions would severely limit the Town's ability to provide efficient development related services and could have an adverse impact visitor-driven revenues and property taxes (valuations).
Subtotal - Priority Area			**$648,259**	**$580,777**	**1.58**			

6. Fully Self-Supporting Programs and Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Assessment Districts	Public Improvements and Maintenance to eight distinct areas of town (contracts for service may include preparation of annual engineer's reports)	Engineering Services prepares annual Engineer's Report for eight assessment districts including Old Mammoth Road, North Village, Bluffs and Juniper Ridge. Provides engineering support for improvement and maintenance projects as required.	$1,827,500	$0	0.72	General Plan 2007 - Community Design, Mobility, Resource Management and Conservation, and Public Health and Safety Elements; Air Quality Management Plan.	This program helps fund the essential services described in the Snow Removal and Street Maintenance programs for specific participating areas in Town. The entire program is also mandated by the legal formation of specific districts in accordance with State Law.	The services funded through specific assessment districts are provided by staff and through contracts. Staffing reductions in this area could adversely impact the delivery of services provided through the collection of these funds, which affect the community and visitor. A reduction in winter and summer maintenance operations would negatively impact resident and visitor services, TOT, and sales tax.
Local Transportation Commission	Implement the Regional Transportation Plan	Town engineering staff prepares the Overall Work Program (OWP) which is reviewed and approved annually by the Local Transportation Commission and Caltrans. The OWP is designed to implement the Regional Transportation Program. FY 11/12 work program highlights include: update to the Regional Transportation Program, Transit Route Updates and Use Analysis, Completion of the Mobility Plan, and Vehicle Miles Traveled study as required by the Great Basin Air Pollution Control District.	$241,800	$0	0.35	General Plan 2007 - Mobility, Resource Management and Conservation Elements; Regional Transportation Plan.	This program is essential and mandated - State Law requires Mono County to have a Local Transportation Commission (LTC). The County and Town have agreed to jointly staff the LTC. The LTC controls all State Transportation Improvement Program funds that come to Mono County, as well as Transit and Transportation Planning funds. Millions of dollars in funding that benefits the Town and the region is distributed by LTC. LTC concurrence is also required on transportation related grants.	This is a shared work program with Mono County and the Town of Mammoth Lakes. To not continue jointly staffing this program could put at risk the funding that is available to the Town through the LTC. These are significant transportation funds that should be administered for the Town, by the Town's staff. These funds support mobility and transportation related projects that have a positive impact on the community and its visitors. The resort economy and community could be adversely affected if staffing were reduced in this program.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Long Valley Pit Operation	Manage the LVMM Site under permit from the USFS (contract for materials management are sometimes used)	This facility is a reclamation site that provides a location to deposit suitable materials from construction spoils. The Town operates this facility to offer an economical, and environmentally sound alternative to disposing of suitable soil and rock. FY 11/12 facility operation is expected to be light due to affects of current economic climate.	$4,306	$0	0.02	General Plan 2007 - Resource Management and Conservation Elements; Regional Transportation Plan.	This program is essential but not mandated - The Town of Mammoth Lakes operates the Long Valley Mineral and Materials Site under permit from the United States Forest Service (USFS). The reclamation site provides an affordable alternative for the Town, County and USFS to mine materials for agency use and it also provides an alternative site for local construction projects to deposit suitable construction spoils.	This program currently requires minimal staffing due to a lack of ongoing construction. The program is operated through an enterprise fund and is self supporting. A staff reduction in this program could result in termination of use of the site as described. Other alternatives would need to be developed for related construction activities.
Subtotal - Priority Area			**$2,073,606**	**$0**	**1.09**			
TOTALS			**$14,297,408**	**$5,225,175**	**30.49**			

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

COMMUNITY DEVELOPMENT

1. Programs and Services Contributing to the Protection and Preservation of Health and Safety; Management of Risk and Liabilities

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Inspection Services and Code Compliance	Enforce zoning and municipal codes, conditions of approval, and design standards; investigate and initiate procedures to abate violations of a wide range of local ordinances and state and local regulations.	Administration and compliance of the codes and standards adopted by the State of California and The Town of Mammoth Lakes. Maintain building records for inspection activities, maintain records for code compliance, review policies and procedures, maintain handouts for the public, and code enforcement.	$66,773	$66,773	0.55	2007 General Plan, Destination Resort Community & Economic Development Strategy, and Neighborhood District Planning Studies.	Mandated by the California Building Code and Municipal Code.	Staffing and services have already been reduced to a minimum through successive fiscal year budget reductions. Existing local staff resources provide daily field inspections and response to code violations and complaints. A staff reduction will also reduce enforcement of TOT compliance resulting in continued loss of fiscal revenues. Further resource reductions will result in an increase of the risk of injury and loss of life, property damage, a reduction in quality of life to residents and a less desirable resort and vacation experience that will result in an overall reduction in property values and fiscal revenues.
Subtotal - Priority Area			**$66,773**	**$66,773**	**0.55**			

3. Programs and Services Essential to Keep the Town's Resort Status and to Maintain the Quality of Life

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Customer Assistance Building Division	Serve as the public information center for application of Town policies, codes and standards to project proposals.	Deliver timely and accurate information to customers relating to the Building Code and local ordinances.	$43,569	$43,569	0.45	2007 General Plan and Destination Resort Community & Economic Development Strategy	Essential: the California Building Code and Municipal Code establish mandatory building standards to protect the public health, safety and welfare. Building standards are mandated and are unique to Mammoth due to local snow, ice, wind, and seismic conditions. Providing local specialized customer assistance to inform, interpret and apply these laws is an essential service.	Additional staffing reductions will significantly reduce or eliminate public assistance. Property owners, architects and engineers, and builders will not find local specialized experience and knowledge needed to adequately prepare plans and begin construction. This will delay construction and building improvements, and may well result in unsafe construction and building activity. This will further delay resolution of code compliance cases and will result in fiscal impacts due to lower construction activity, reduced property values and fiscal revenues.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Customer Assistance Planning Division	Serve as the public information center for application of Town policies, codes and standards to project proposals.	Deliver timely and accurate information to customers relating to the Zoning Code and state and local ordinances.	$30,634	$30,634	0.22	2007 General Plan and Destination Resort Community & Economic Development Strategy	Essential: California State laws and the Town of Mammoth Lakes Municipal Code establish extensive and complex planning and zoning, subdivisions, annexation, conditions and exactions, building and housing, controls, land use procedures, and judicial review and remedies as well as other related laws. The Town's Municipal Code and Specific and Master Plans, Development Agreements, and design and public works standards are unique to the community's setting, remote location, demographics and economics, workforce housing needs, and fragile resort economy. Providing local specialized customer assistance to inform, interpret and apply these laws is an essential service.	Additional staffing reductions will significantly reduce or eliminate public assistance. Residents, businesses and visitors will find it difficult to navigate through and understand laws and procedures applicable to their situations. Property owners, architects and engineers, and builders will not find local specialized experience and knowledge needed to adequately prepare plans and obtain permits necessary to construction. This will delay construction and building improvements, and may well result in unsafe construction and building activity. This will further delay resolution of code compliance cases and will result in fiscal impacts due to lower construction activity, reduced property values and fiscal revenues.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Maintain Zoning Code and Development Standards	Complete ongoing minor updates as needed to ensure that the Zoning Code and development standards are accurate, up to date, and reflect current Town policies.	Zoning Code updates as necessary. Staff anticipates one "clean up" Zoning Code Update in 2012 to address any issues arising from the 2011 comprehensive Zoning Code Update.	$2,360	$2,360	0.02	2007 General Plan and Destination Resort Community & Economic Development Strategy	Both mandated and essential: California State laws and the Town of Mammoth Lakes Municipal Code establish extensive and complex planning and zoning as well as other related laws. The Town's Municipal Code and Specific and Master Plans, Development Agreements, and design and public works standards are unique to the community's setting, remote location, demographics and economics, workforce housing needs, and fragile resort economy. State Laws constantly change, many require local compliance and are therefore a mandated service. Local development standards must keep pace with changing community and visitor values and preferences, economics, technology, and with competitive resort offerings making this an essential service.	Additional staffing reductions will make maintaining current zoning code and development standards infeasible. The community will continue to lag behind the fiscal performance of peer resorts, will remain uncompetitive with other resorts in attracting investment, and will face future legal risk for having noncompliant standards. This will result in fiscal impacts due to lower visitation, construction activity, reduced property values and fiscal revenues.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Complete CEQA and Adopt Zoning Code Update (ZCU)	CEQA analysis is expected to be satisfied through preparation of an Initial Study and Mitigated Negative Declaration (IS/MND).	Draft and Final Initial Study and Mitigated Negative Declaration; Public Review Draft and Final Zoning Code adoption by Town Council.	$30,980	$30,980	0.25	2007 General Plan and Destination Resort Community & Economic Development Strategy	Both mandated and essential: the State of California requires communities to adopt and maintain a comprehensive General Plan. Many of the standards in the General Plan are implemented by the Zoning Code and other sections of the Municipal Code. The 2007 General Plan modified land use standards and set specific actions to achieve conformance by zoning; it is therefore essential to complete and adopt the Zoning Code Update.	Additional staffing reductions will delay completion and adoption of the zoning code update. This delay will result in conflicting and ambiguous land use policies and requirements, with increased time and risk of considering and acting on permit applications. The community will remain uncompetitive with other resorts in attracting investment, and will face future legal risk for having conflicting development standards. This will result in fiscal impacts due to lower visitation, construction activity, reduced property values and fiscal revenues.
Complete and Adopt Single Family Transient Rental Zoning Code Amendment (ZCA)	This program will process a ZCA to allow Town Council to consider allowing transient rental of single family homes and condominiums in multifamily and single family zones where such use is not currently permitted.	Body of information on the pros and cons of adopting an ordinance to allow transient rental of single family homes. Zoning Code amendment to allow transient rentals of single family homes if directed by Town Council.	$25,448	$25,488	0.21	2007 General Plan and Destination Resort Community & Economic Development Strategy	Essential: allowing the legal rental of some or certain single family residential units will increase fiscal revenues. Achieving greater fiscal stability while protecting the community's quality of life is an essential service.	Additional staffing reductions will delay or eliminate completion of this program which will forego collecting a known new fiscal revenue. At the same time, fiscal resources are required to achieve code compliance of those now illegal single family unit rentals.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Complete CEQA and Adopt the Mobility Plan	CEQA evaluation, by an Initial Study and Environmental Impact Report (EIR), is required in order to adopt the Mobility Plan.	Draft and Final Initial Study and EIR or MND and adoption of Mobility Plan by Town Council. Note: Funding TBD, an EIR will require approximately $200,000 to complete.	$22,129	$22,129	0.18	2007 General Plan and Destination Resort Community & Economic Development Strategy	Essential: the State law requires communities to adopt and maintain a comprehensive General Plan. The 2007 General Plan modified land use standards and called for a "feet-first" comprehensive circulation system to adequately serve it and mitigate future impacts as required by CEQA.	Additional staffing reductions will delay or eliminate completion of this program. This will result in a circulation system and implementing actions that do not adequately support General Plan standards and will not adequately mitigate environmental impacts. Further, the Town will not be able to implement new conditions of approval with future development. The community will remain uncompetitive with competitive resorts in attracting investment, and will face future legal risk for having conflicting development standards. This will result in fiscal impacts due to lower visitation, construction activity, reduced property values and fiscal revenues. Consultant services are required.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Complete Mammoth Creek Park Concept Plan	The Mammoth Creek Park Concept Plan will develop a consensus planning concept for the entire east and west areas of the park.	Draft and Final Mammoth Creek Park concept plan and program, cost estimates and funding plan, and phased implementation schedule.	$22,129	$22,129	0.18	2007 General Plan, Destination Resort Community & Economic Development Strategy, Trails System Master Plan, Parks and Recreation Master Plan, Neighborhood District Planning Studies.	Essential: these plans call for preparing development plans for Mammoth Creek Park to provide needed recreation facilities as well as event venues to increase visitation.	Additional staffing reductions will delay or eliminate completion of this program. Mammoth Lakes is in need of additional recreation facilities and still does not have a permanent major venue and stage for events and festivals. Holding special events are one of the most effective and efficient ways of increasing visitation, delay or elimination of this program will result in lower visitation and lower fiscal revenues. Consultant services are required.
Complete Master Plans & Public Facilities and Finance Plan (PFFP)	This program will recommend a comprehensive town-wide PFFP that integrates and reconciles facilities proposed in master plans, district studies, specific plans, RecStrats, and the General Plan; it will replace the "Master Facilities Plan."	Draft and Final Public Facilities and Finance Plan (PFFP) which will include revised: list and scope of facilities, finance and funding mechanisms, impact fee rates, mitigation policies, and comprehensive 5-year capital improvement program.	$16,597	$16,597	0.14	2007 General Plan and Destination Resort Community & Economic Development Strategy	Essential: the 2007 General Plan and the 2009 Resort Strategy calls for the development of a Trails System Master Plan, Park and Recreation Master, Mobility Plan, Neighborhood Districts Plan and RecStrats among others to establish facility programs that improve the community's quality of life and increase visitation. Completing and reconciling these plans so that existing facilities and assets can be maintained, and new facilities can be realistically and practically phased, financed and built is an essential service.	Additional staffing reductions will delay or eliminate completion of this program. Existing facilities must be adequately maintained or the Town will face even greater replacement costs. The facilities put forth in these master plans are intended to increase visitation. Without a practical way of implementing these facilities the community will remain uncompetitive with other resorts which will result in lower visitation and lower fiscal revenues.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Complete Implementation Plans for the Downtown Concept for Main Street	The goal of this program is to achieve consensus on the design and physical cross sections of Main Street, the scope of physical facilities, maintenance and snow removal operations, and to provide financing and phasing recommendations.	Draft and Final Main Street cross-section, streetscape recommendations, facilities plan and maintenance, operations and financing plan. Establishes standards for implementation by private development and future public works.	$49,790	$49,790	0.40	2007 General Plan, Destination Resort Community & Economic Development Strategy and Neighborhood District Planning Studies	Essential: this program establishes the means to attract investment to rehabilitate and redevelop this commercial corridor.	Additional staffing reductions will delay or eliminate completion of this program. The current configuration of Main Street is a barrier to reinvestment. Creating a complete implementation plan will pave the way to stimulating and attracting new investment which in turn will increase visitation and increase fiscal revenues. This program is partially CalTrans grant funded which will pay for staff and consultant services.
Develop and Implement an Economic Development Program	The goal of the program is to develop recommendations to establish and implement various ways and means to assist local businesses, retain existing businesses, and attract new businesses to the community.	Outcomes include analyses and recommendations to establish procedural and financial incentives, revolving loan and grant programs, resources and assistance to local businesses and organizations; and business retention and attraction. Implementation of approved programs may be on-going. **Alternate Priority Area: Economic Growth**	$38,726	$38,726	0.30	2007 General Plan, Destination Resort Community & Economic Development Strategy and Neighborhood District Planning Studies	Essential: this program will establish the means and methods to improve the economic condition of the community and the Town.	Additional staffing reductions will delay or eliminate completion of this program. The Town has not had economic development policies or programs in the past. An integrated and comprehensive economic program will develop and leverage existing resources, and seek to bring new resources to the community to attract investment, increase and support local businesses and increase fiscal revenues.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Complete Gateway Neighborhood District Planning Study	This program will complete a district planning study for the Gateway area which was placed on hold in FY 10-11 to allow agency partners to determine their facility and program requirements.	Draft and Final Framework and Gateway Neighborhood District Planning Study that describes and coordinates the planned development program, plans, and facilities infrastructure of the Town, College, School District, Office of Education, and Hospital District.	$22,129	$22,129	0.17	2007 General Plan, Destination Resort Community & Economic Development Strategy, Mobility Plan, Trails System Master Plan, Parks and Recreation Masters Plan and RecStrats	Essential: key facilities contained in the founding planning documents will be located in this area. Completing and reconciling these plans so that existing facilities and assets can be maintained, and new facilities can be realistically and practically phased, financed and built is an essential service.	Additional staffing reductions will delay or eliminate completion of this program. Existing facilities must be adequately maintained or the Town will face even greater replacement costs. The facilities put forth in these master plans are intended to increase visitation. Without a practical way of implementing these facilities, the community will remain uncompetitive with other resorts which will result in lower visitation and lower fiscal revenues.
Complete Redevelopment Feasibility Study	This program will result in a feasibility study for establishing a redevelopment project area for Main Street, Old Mammoth Road, and surrounding areas, after the future of State redevelopment and tax increment funding is resolved.	Determination of feasibility to establish a redevelopment project area. **Alternate Priority Area: Economic Growth** **Potential deferral due to actions of the State and pending litigation.**	$22,129	$22,129	0.17	2007 General Plan and Destination Resort Community & Economic Development Strategy	This is not an essential program due to current State actions affecting future redevelopment project areas.	If established, a redevelopment project area would direct new "tax increment funding" to the Town.
Ormat Geothermal CEQA/NEPA	Review and comment on the draft EIS/EIR prepared for geothermal activities proposed by Ormat.	Submittal of formal Town comments on ORMAT Draft EIS/EIR. Coordinated communication and participation with Town Council and agency partners (GBUAPCD, MCWD, MLTPA).	$5,532	$5,532	0.04	2007 General Plan, Trails System Master Plan, and Parks and Recreation Master Plan.	Essential: submitting comments to the pending draft EIS will protect the community's quality of life and resort character.	The mitigation of potentially significant environmental impacts may have direct affect on Town services and facilities.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Support Public Art Commission	Provide staffing support to PAC for matters related to public art, including expenditures for public art funds, and programs for public art associated with private development projects.	Agendas, staff reports, notices, and minutes necessary to support the efforts of the Public Arts Commission.	$3,032	$3,032	0.03	2007 General Plan, Destination Resort Community & Economic Development Strategy and Public Arts Plan.	Not essential: the level of staffing resources is discretionary, however staff support should be provided at a level to ensure compliance with State and Municipal laws.	Reduction in staff resources will reduce the support provided to the Public Arts Commission and the implementation of public art projects that may enhance visitation.
Public Arts Plan Implementation Actions	This program will allow implementation of priority actions of the Public Arts Plan and General Plan.	Completion of public arts projects and installations including the Town entry marker and local athletes art. Project management of PAC-initiated projects.	$138,835	$0	0.03	2007 General Plan, Destination Resort Community & Economic Development Strategy and Public Arts Plan.	Not essential: the level of staffing resources is discretionary, however staff support should be provided at a level to ensure compliance with State and Municipal laws regarding contracting, bidding and construction.	Reduction in staff resources will reduce the support provided to the Public Arts Commission and the implementation of public art projects that may enhance visitation. Design consultants (artists) will be required.
Housing Element	Implement policies and programs included in Housing Element, including develop new or amended housing programs, and adoption of Community Housing Strategy.	Deliverables include: - Draft and Final Community Housing Strategy - Extremely Low Income housing analysis, policies and programs - 2011 HCD Housing Element Monitoring Report	$32,607	$32,607	0.15	General Plan Housing Element.	HCD Housing Element Monitoring Report is mandated. Other Housing Element implementation actions are essential but not mandated.	Reduction of staffing will affect the Town's ability to ensure adequate affordable workforce housing to those who work in and support the resort economy. Inability to attract and maintain the breadth of qualified employees will damage the resort status and related negative fiscal impacts.
Subtotal - Priority Area			**$506,626**	**$367,831**	**2.94**			

4. Legally Mandated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Support Planning Commission	Provide staffing support to Planning Commission on matters related to planning and development to assure that the General Plan is implemented.	Agendas, staff reports, notices, and minutes necessary to support the required decisions and actions of the Planning Commission.	$84,682	$84,682	0.27	2007 General Plan and Destination Resort Community & Economic Development Strategy	Essential: California State Law and the Town of Mammoth Lakes Municipal Code mandates a local Planning Commission as well as the processing of land use development permit applications. Support to the Commission is essential but not mandated.	Additional staffing reductions will substantially increase the length of time needed to process permits. The State Streamlining Act establishes maximum permitting times. Reduced staff will result in fiscal impacts due to loss of permit activity and delayed receipt of permit and development related fees.
Process Development Applications	Review public and private land use development proposals and permit applications for consistency and conformity with the General Plan, other approved plans and policies, the Zoning Code, and other regulations. Includes funding for consultants.	Decisions on development permit applications. Advise architects, designers, contractors, and owners on local code and design requirements. Establish and track performance standards, permit process, plan check, and inspections.	$433,846	$219,356	1.11	2007 General Plan and Destination Resort Community & Economic Development Strategy	Mandated: California State Law and the Town of Mammoth Lakes Municipal Code mandates the processing of land use development permit applications.	Additional staffing reductions will substantially increase the length of time needed to process permits (and other subjects) brought before the Planning Commission. Reduced staff will result in fiscal impacts due to loss of permit activity and delayed receipt of permit and development related fees.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Administer Building Code and Issue Permits	Ensure safe and functional structures through plan review and building inspection and verify compliance with the minimum standards established by State, Federal and Municipal Codes. Includes funding for consultants.	Decisions on building permit applications. Manage and coordinate the applicable codes, regulations, ordinances, and state mandated items. Advise architects, designers, contractors, and owners on local code and design requirements. Establish and track performance standards, permit process, plan check, inspections, and construction methods and materials.	$482,873	$301,359	2.76	2007 General Plan and Destination Resort Community & Economic Development Strategy	Mandated: California State Law and the Town of Mammoth Lakes Municipal Code mandates the processing of building permit applications.	Additional staffing reductions will substantially increase the length of time needed to process permits. Reduced staffing will result in fiscal impacts due to loss of permit activity and delayed receipt of permit and development related fees.
Housing Ordinance Administration	Complete and adopt updated Housing Ordinance, including development and adoption of inclusionary rate and housing fee.	Deliverables include: -Draft and Final CEQA document; public review draft and final Housing Ordinance, and resolution to establish housing fee and inclusionary rate.	$18,632	$18,632	0.09	2007 General Plan and Housing Element	Mandated: California State Law and the Town of Mammoth Lakes Municipal Code mandates the implementation of workforce housing requirements and processing of land use development permit applications.	Additional staffing reductions will substantially increase the length of time needed to process permits and administer these housing services. Reduced staffing will result in fiscal impacts due to loss of permit activity and delayed receipt of permit and development related fees. Failure to comply with State requirements may subject the Town to actions by the State.
Subtotal - Priority Area			**$1,020,033**	**$624,029**	**4.23**			

5. Contractually Obligated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Housing Services	Provide professional and administrative support for efforts to develop new housing & maintain existing affordable housing stock, including coordination, administration and support for MLH, grant-required reporting and monitoring, monitoring of deed restricted housing units.	Deliverables include: - Review and quarterly report on housing fund status - Updated MLH Contract for FY 12/13 - Prompt review and payment of MLH monthly invoice - Staff reports, agendas, meeting notes for monthly MLH Board and Staff meetings, as needed - Provide annual inspections as mandated and prepare written reports for inspection	$60,555	$60,555	0.27	2007 General Plan, Housing Element and Destination Resort Community & Economic Development Strategy	Monitoring of grant requirements is mandated. Providing oversight and support of MLH's work program is essential to ensure it is well-integrated with other Town policy efforts, and represents effective use of Town funds.	Additional staffing reductions will impair the Town's ability to implement its policies and ordinances regarding affordable housing, provide oversight of MLH's contract and work efforts, provide professional and administrative support for housing programs, and effectively monitor grants.
Monitoring (Pass-through Grant Funds)	Pass through monies to MLH for State and Federal grant programs. (Budget includes $508,491 of pass-through plus $4,658 of administration.)	Deliverables include: Grant funded affordable housing programs and units.	$513,149	$4,658	0.02	2007 General Plan, Housing Element and various grant funding contracts	Mandated - California and various grant contracts include monitoring and reporting requirements.	Additional staffing reductions will substantially make it difficult to monitor and report as required. Reduced performance may jeopardize future grant awards and subject the Town to fines or other penalties.
Housing - Debt Service for Land	Debt service	Debt payments.	$272,349	$272,349	0.00	2007 General Plan, Housing Element	Mandated based on contractual loan agreements.	Town would default on loans.
Mammoth Lakes Housing Contract	Affordable housing program and services as described in MLH Annual Contract.	Various services as described by MLH Contract.	$346,516	$346,516	0.00	2007 General Plan, Housing Element	Reflects political commitment of past Councils to fund MLH.	Funding or staffing reductions would reduce the Town's ability to address affordable and workforce housing needs.
Housing - Urban Futures	Monitoring services for affordable housing.	Annual audit report.	$11,500	$11,500	0.00	2007 General Plan, Housing Element	Essential to ensure timely compliance with Sate and Federal grant monitoring requirements.	Reduced contract service would increase need for Town staff to conduct audit required audit services.
Subtotal - Priority Area			**$1,204,069**	**$695,578**	**0.29**			

6. Fully Self-Supporting Programs and Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Complete Project Impact and Evaluation Criteria (PIEC), Indicators and Zoning Code Implementation	This grant funded program will develop Zoning Code and Project Impact Evaluation Criteria benchmarks and standards.	Deliverables include: community indicators and benchmarks report (e.g. water, green house gas emissions, air quality, vehicle miles traveled, etc), water and energy savings measures, CEQA thresholds (new), stream corridor setbacks, and implementation measures such as infill and mixed use development standards, incentives, transfer of development rights requirements, and other zoning standards.	$318,245	$0	1.30	2007 General Plan, Destination Resort Community & Economic Development Strategy, Neighborhood District Planning Studies and Project Impact and Evaluation Policies	Essential: this program establishes the means to evaluate the impacts of new development and implement the General Plan and CEQA.	Additional staffing reductions will delay or eliminate completion of this program. Creating complete project evaluation criteria clarify community expectations and simplify permit processing, which reduces the risk and uncertainty to new development. This attracts new investment, which in turn increases visitation and increase fiscal revenues. This program is funded by a Sustainable Growth Council grant which will pay for staff and consultant services.
Trails System Master Plan	SNC Grant	Final Trails System Master Plan and EIR	$69,092	$0	0.19	2007 General Plan and Destination Resort Community & Economic Development Strategy	The 2007 General Plan and the 2009 Resort Strategy call for the development of a Trails System Master Plan, to establish facility programs that improve the community's quality of life and increase visitation. Completing and reconciling these plans so that existing facilities and assets can be maintained, and new facilities can be realistically and practically phased, financed and built is an essential service.	Additional staffing reductions will delay or eliminate completion of this program. This will result in a trails system and implementing actions that do not adequately support General Plan standards and will not adequately mitigate environmental impacts nor be able to implement new conditions of approval with future development. The community will remain uncompetitive with other resorts and increased fiscal revenues attributable to trails will not be realized. This program is funded by Measure R, which pays for staff and consultant services.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Lakes Basin Special Study	SNC Grant	Preliminary Management Concepts document; Lakes Basin Special Study final report; Follow-up work the INF for implementation of recommendations, including potential further study of alternatives or components of alternatives, which could include environmental analysis.	$72,516	$0	0.28	2007 General Plan, Trails System Master Plan Parks and Recreation Master Plan	Essential: the 2007 General Plan called for expanded recreational opportunities and a "feet-first" comprehensive circulation system to adequately serve it and mitigate future impacts as required by CEQA.	Additional staffing reductions will delay or eliminate completion of this program. This will result in fiscal impacts due to lower visitation.
Transportation Planning Grant	Caltrans Community Based Transportation Planning Grant funded in FY 10/11, 11/12 to prepare a Commercial Corridor Management Plan (CCMP) as a technical supplement to the Downtown Concept for Main Street (DCMS).	Technical Analysis and recommendations to support DCMS findings and Mobility Element, including information to support Mobility Element street network improvements, Main Street intersection improvements, multimodal improvements, possible closure of frontage roads.	$21,873	$0	0.19	2007 General Plan, Destination Resort Community & Economic Development Strategy and Neighborhood District Planning Studies.	Essential: this program supports completion and implementation of the Mobility Plan and Main Street redevelopment plans.	Additional staffing reductions will delay or eliminate completion of the Mobility Plan and implementation of Main Street program. The community will remain uncompetitive with other resorts in attracting investment and will see lower visitation, reduced property values and fiscal revenues. This program is grant funded which pays for staff and consultant services.
Shady Rest OHV / OSV Staging	USFS Grant	Final OHV/OSV mapping and public meeting materials.	$4,942	$0	0.03	General Plan, Trails System Master Plan, Parks and Recreation Master Plan and Parks and RecStrats.	This program is not mandated or essential.	This program gathers information to assist in planning facilities to improve the stewardship of, and manage public access to and within, the Lakes Area. This program is grant funded which pays for staff and consultant services.
Subtotal - Priority Area			**$486,668**	**$0**	**1.99**			

8. Programs and Services Helping to Ensure Prudent Management of Town's Finances

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Finance and Budget	Oversight of Community Development's finance and budget operations	Monitor financial activity related to CDD/PW. Prepare invoices for Planning and Public Works grants, LTC, and cost accounted projects, and oversee related revenue collection. Audit CDD/PW timesheets for proper account coding.	$14,195	$14,195	0.14	Destination Resort Community & Economic Development Strategy, Municipal Code and Budget policies.	Essential: seeking and obtaining grant revenue is essential, grant funding consistently and substantially funds Town programs and projects. Maximizing revenue collection is essential and is mandated by Municipal Code.	Reducing funding to this program will reduce or eliminate external grant funding obtained by the Town, and reduce the amount of revenues collected through other mandated programs. Cost burdens would be shifted to the General Fund.
Subtotal - Priority Area			**$14,195**	**$14,195**	**0.14**			

9. Programs and Services Helping to Ensure Prudent Management of Town's Operations

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Supervision	Department supervision	Supervision includes day-to-day activities, resolution of personnel matters, and conducting annual performance reviews.	$20,374	$20,374	0.15	Destination Resort Community & Economic Development Strategy and Personnel policies.	Mandated: supervision is mandated by personnel policies and State law. Providing high quality, accurate and responsive services is essential.	Reducing funding to this program will reduce the overall quality, effectiveness and efficiency of services and increase the Town's internal and external risk and liability.
Subtotal - Priority Area			**$20,374**	**$20,374**	**0.15**			

TOTALS	**$3,318,738**	**$1,788,780**	**10.28**

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA
ADMINISTRATION

1. Programs and Services Contributing to the Protection and Preservation of Health and Safety; Management of Risk and Liabilities

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Safety	Mandated policies, procedures and training concerning essential worker safety - contracted out.	Develop and begin implementing a safety program that meets the requirements of the Town's insurance carrier, CJPIA.	$20,000	$20,000	0.00	Insurance pool's (CJPIA's) memorandum of coverage; OSHA rules and regulations	Mandated by OSHA and required by CJPIA	Increase in insurance costs and/or accidents.
Fuels Reduction (MLFD)	Emergency Preparedness through fuels reduction (through a contract with MLFD).	1. Complete Fuels Reduction on Shady Rest Parcel; 2. Clean up downed tree on Bell Shaped Parcel; 3. Clean up fuels along bike path, near Hidden Vly Rd; 4. Chipping Services go house-to-house clearing fuel products.	$10,000	$10,000	0.00	State legislation has passed the requirement that all properties in the wild land urban interface have to comply. Decrease flammable materials in close proximity to mountain communities.	Mandated	The Town would be out of compliance with state law for fuels reduction on town owned properties.
Subtotal - Priority Area 1			**$30,000**	**$30,000**	**0.00**			

2. Programs and Services Contributing to the Preservation of Town's Essential Assets

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Liability Program	General liability and workers compensation coverage for the Town, through CJPIA	Provide adequate funding for the liability insurance premiums to CJPIA. Work with CJPIA to monitor active workers compensation and general liability cases, and prevent future occurrences.	Funding is reflected in individual departments' budgets			Insurance pool's (CJPIA's) memorandum of coverage	Mandated by the State	Responsibility would lie with the Town to cover claims directly, increasing the Town's expenses.
Property Insurance	Provides necessary insurance coverage for all Town Property	Provide adequate funding for the insurance premiums. If losses occur, work to recover them from insurance companies, with minimal impact on the Town.	$139,540	$139,540	0.00		Mandated by the State	Town would be responsible to cover costs associated with any property damage or loss.
Subtotal - Priority Area 2			**$139,540**	**$139,540**	**0.00**			

4. Legally Mandated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Town Council	Provide policy direction and decisions on key Town matters	Provide direction on Phase II of the budget (prioritization); settlement with MLLA; Mammoth View Development; key fiscal and personnel policies; and other matters presenting themselves during the course of the fiscal year.	$220,031	$220,031	5.00	Chapter-2 Municipal Code	Mandated	The Town simply can not function without its legislative body.
Town Manager	Provide effective administration of Town Operations.	Provide recommendations to the Town Council, and implement decisions concerning Phase II of the budget (prioritization); settlement with MLLA; Mammoth View Development; key fiscal and personnel policies; and other matters.	$371,244	$371,244	1.00	Chapter-2 Municipal Code	Mandated	The Town simply can not function without its administrative head.
Legal Services	Provide prudent legal advice and defense of the Town on legal matters - provided through a contract with BBK.	Provide advice on settlement with MLLA; the budget, and legal aspects of other ongoing policy decisions.	$684,450	$684,450	0.00	Chapter-2 Municipal Code	Mandated	The Town would be exposed to legal challenges and potentially significant costs to defend itself and pay for mistakes, omissions, wrongful actions.
Training	Provide essential training to all Town employees.	Develop training options (in house, online, out-of-Town) to Town employees; work with management to implement and track.	$3,000	$3,000	0.00	Insurance pool's (CJPIA's) memorandum of coverage; OSHA rules and regulations	Mandated by OSHA and required by CJPIA	Increase in insurance costs and/or accidents.
SB 1559 Tax Admin Fees	Mono County Property Tax Administration (administrative charge).	Work with the County to ensure that the property tax roll is developed accurately for the Town, and that the Town receives appropriate revenue.	$102,223	$102,223	0.00		Contract-Fee charged by Mono County for Property Tax Administration	The Town must pay the County for the cost of collecting our property taxes.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Town Clerk	Provide support for municipal elections, FPPC Regulations, Brown Act Requirements, and Town Council Meeting Administration. Damage claim processing and submission to CJPIA.	Provide support for municipal elections, FPPC Regulations, Brown Act Requirements, and own Council Meeting Administration. Damage claim processing and submission to CJPIA.	$135,337	$135,337	0.75	Chapter-2 Municipal Code	Mandated	
Town Audit	Mandated Financial Audits of the Town, provided by an independent auditor.	Work with the auditor to close Town's financial books on time and with minimal errors, and to produce an audit that contains sufficient level of detail and no findings.	$35,800	$35,800	0.00		Contract - Mandated by the California State Controller's Office	
Subtotal - Priority Area 4			**$1,552,085**	**$1,552,085**	**6.75**			

7. Programs and Services That Help to Promote Town's Economic Growth

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Revenue Compliance and Enforcement	Provided effective TOT & Business Tax Compliance services.	Implement an effective TOT Compliance and Enforcement program, meeting or exceeding the budgeted TOT and BLT estimates.	$39,930	$39,930	0.40	Previous Council Action; Destination Resort Community and Economic Development Strategy	Essential to ensure revenue collections	Loss of revenue.
Revenue Collection	Provided effective Revenue Collection and Recording services	Administer business tax and TOT collection process. Receive and properly post all revenue into the Town's financial system. Ensure TOT and Business Tax compliance. Maintain revenue records.	$136,247	$136,247	1.00	Municipal Code; Destination Resort Community and Economic Development Strategy	Essential to manage and enforce collection of business tax, tot, uut, as well as record all other revenue activity	Loss of revenue.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Personnel	Ensure high quality of Town staffing, provide skill development.	Develop essential personnel polices and procedures; begin implementation. Correct shortcomings in personnel transactions; develop internal controls to prevent future mistakes.	$116,627	$116,627	0.45	The Town's Municipal Code and as further defined by the Personnel System Rules.	Essential to maintain legal mandates for all matters concerning Personnel.	Without internal controls and structure in place, the Town would be exposed to serious possible risks in personnel, leading to liabilities and associated expenses.
Contracts to maintain and support of the Town's Financial Systems	Provide effective and time support for the Town's Financial Systems; respond to issues quickly and with minimal disruptions to Town's services. Contract - ADS & IBM.	Provide maintenance and support of the Town's Finance mainframe and software system support.	$34,000	$34,000	0.00		Essential to maintain the financial software and hardware used by finance.	With funding reduced, essential financial systems may fail, resulting in errors, associated costs, and revenue loss.
Subtotal - Priority Area 7			**$326,804**	**$326,804**	**1.85**			

8. Programs and Services Helping to Ensure Prudent Management of Town's Finances

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Payroll	Provide effective and timely Payroll Processing and Reporting.	Review and process timesheets for payroll processing. Submit accurate and timely reports on employment taxes, retirement and benefits.	$59,546	$59,546	0.60	State & Federal law requires payment to employees for services	Essential to maintain financial obligations related to payroll for the Town.	The Town would be exposed to errors, delays, and expenses to correct and defend the mistakes and omissions.
Accounts Payable	Process Payments to Vendors timely and accurately.	Distribute invoices to departments for payment approval. Receive approved invoices and process payments to vendors. Track and update trust account activity. Prepare various tax payments and monthly and quarterly reporting. Prepare daily cash deposits.	$87,633	$87,633	1.00	Town's contractual agreements.	Essential to pay the Town's obligations for services and supplies in the operation of the Town.	The Town would be exposed to errors, delays, and expenses to correct and defend the mistakes and omissions.
Financial Reporting	Provide Accounting Supervision, Journals, CAFR, Banking services in an effective, error-free and timely manner.	Maintain accuracy of all Town accounting activities. Ensure accurate banking and cash flow activity. Effectively meet financial reporting requirements. Maintains accurate schedules for all Town assets.	$209,760	$209,760	1.00		Essential to ensure proper accounting and reporting for all financial activities. Many financial reports are legally mandated.	The Town would be exposed to errors, delays, and expenses to correct and defend the mistakes and omissions.

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Budget	Provide timely and effective Budget Preparation and Monitoring.	Hire and train a Budget Analyst / Revenue Specialist. Develop a detailed, transparent, easy to understand budget document for FY 2012-13.	$111,675	$111,675	1.00		Essential to create guiding document and authority to manage the Town's revenues and expenditures.	Without an accurate budget, Town's financial management will be minimal, leading to potentially significant fiscal errors. Without fiscal controls in place, spending and revenue collection will be inadequate, possibly leading to significant fiscal issues.
New budget document (IE Resort Consulting)	Consultant services to develop a new budget document; provided by IE Resort Consulting	1. Develop a template for the Town's complete budget document, consistent with best practices and meeting GFOA requirements; 2. Produce the FY 12-13 document; 3. Automate the development of future documents; 4. Provide written instructions and train staff.	$50,000	$50,000	0.00	Previous Council Action	This effort will help to enhance the quality of the Town's budget document.	
Risk Management	Indemnification Review, Claims Processing, Safety Program, Workers Compensation	Monitor contract and events insurance submission and documentation; review damage claims, monitor safety program compliance and training.	$64,793	$64,793	0.25	Insurance pool's (CJPIA's) memorandum of coverage; OSHA rules and regulations	Mandated by CJPIA	Exposure to legal risks and costs.
Town staff support of the Town's Computers and Information Systems	Technology Support for Town Computers	Maintains operation of all Town computer's and electronic equipment. Provide equipment maintenance, troubleshooting, software support, upgrades, back-up, internet monitoring, phone system maintenance.	$160,523	$160,523	1.00		Essential to keep the Town's computers and equipment operational	Without ongoing and 24/7 technology support, the Town may be exposed to loss of data, errors, delays, and associated costs.
Subtotal - Priority Area 8			**$743,930**	**$743,930**	**4.85**			

9. Programs and Services Helping to Ensure Prudent Management of Town's Operations

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Town Administration support	Provide Administrative support to the Town Manager and Town Council.	Maintain the Town Manager calendar. Provide support services to Town Council, Administration, Personnel, IT, and Town Clerk. Maintain EOC facility (Suite Z).	$146,018	$146,018	1.00		Essential to support the Town Manager and all other Administrative staff	
Personnel	Ensure meeting legal mandates applicable to Town personnel.	Monitor Personnel policy and procedure compliance; administer compensation plan through personnel action forms and supporting documentation; benefit administration.	$77,752	$77,752	0.30		Essential to maintain legal mandates for all matters concerning personnel	
Records Management	Provide (through a contractor) Webcasting and Records Retention services.	Monitor and maintain records management for the Town. Monitor and maintains webcasting for council and public meetings.	$45,664	$45,664	0.25	Chapter 2 Municipal Code lists records management as part of the Town Clerk duties	Contract-Granicus and Wave Imaging	
Recycling-Trash	Provide oversight for the Town's recycling efforts, through Sierra Conservation.	Develop and implement a new contract with Sierra Conservation: This effort is driven by Public Works, but funded out of Risk Management.	$35,400	$35,400	0.00	State requirement for solid waste reduction	Contract-Sierra Conservation	
Other-Contractual	Miscellaneous contractual services in the Town Manager Department.	Finance unassigned contracts that may occur during the fiscal year.	$24,600	$24,600	0.00		Contract requested by Town Manager to review staffing throughout organization	
Subtotal - Priority Area 9			**$329,434**	**$329,434**	**1.55**			

10. All Other Programs and Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Facilities Maintenance	Ensure appropriate L'Abri Unit Utilities and Maintenance	Provide funding for the L'Abri Unit Utilities and Maintenance	$11,000	$11,000	0.00		Essential to maintain Town owned property	For as long as the Town owns the L'Abri units, we must pay all associated costs.
Subtotal - All Other Programs / Services			**$11,000**	**$11,000**	**0.00**			
TOTALS			**$3,132,793**	**$3,132,793**	**15.00**			

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

DEBT SERVICE

5. Contractually Obligated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Debt Service	Payments on outstanding Debt	Timely and accurate payment on the outstanding debt	$730,748	$417,821			Mandated by the debt agreements, and secured by property for which debt was issued.	Thw Town would default, leading to far greater costs and risks.
Subtotal - Priority Area			**$730,748**	**$417,821**	**0.00**			
TOTALS			**$730,748**	**$417,821**	**0.00**			

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

EMPLOYEE 125 / SELF-INSURANCE

5. Contractually Obligated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Self Insurance	Employee Vision/Dental, Flexible Spending Accounts, Retiree Health - per union agreements	Timely and accurate payment, tracking of and reporting of vision, dental, health and retiree health expenses.	$321,535	Charges are allocated to each department			Mandated by MOUs and Personnel System rules, as well as some federal and state laws (e.g. COBRA)	The Town must meet its legal and contractual obligations to employees.
Subtotal - Priority Area			**$321,535**	**$0**	**0.00**			

TOTALS	**$321,535**	**$0**	**0.00**

FISCAL YEAR 2011-12 BUDGET BY PRIORITY AREA

COMPREHENSIVE LEAVE

5. Contractually Obligated Programs or Services

Program Name	Program Description	Program's Deliverables for FY 11/12	FY 2011-12 Total Budget	FY 2011-12 General Fund Budget	FY 2011-12 Total FTE	Long-term planning documents serving as a foundation for the program's deliverables and resource allocation	Is the program essential or mandated? If so, does this apply to the entire program, or some level of it?	Impact on Town's services, resort status and ability to sustains current revenue base, if program's funding / staffing reduced
Set aside for Comprehensive Leave	Funding for leave balances earned by individual employees, per provisions in union agreements.	Accurate tracking and reporting of accrued leave balances.	$325,400	Charges included in departmental budgets			Mandated by union agreements and individual employment contracts. Essential to ensure fiscal solvency of the Town by setting aside sufficient funds to cover long-term liabilities.	FY 11/12 funding is already at 85% and is, technically, insufficient to fully fund this contractual obligation
Subtotal - Priority Area			**$325,400**	**$0**	**0.00**			
TOTALS			**$325,400**	**$0**	**0.00**			