

# ***Town of Mammoth Lakes Budget Structure and Process***

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# Town of Mammoth Lakes – Chart of Accounts

**General Fund :** Used to account for activities primarily supported by taxes, grants, and similar revenue sources

- 100 General Fund
- 101 General Fund Comprehensive Leave
- 105 COVID-19 - Response

**Capital Projects :** Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets

- 300 Capital Projects
- 830 DIF Admin
- 831 DIF General Facilities & Equipment
- 832 DIF Law Enforcement
- 833 DIF Storm Drains
- 834 DIF Parks & Recreation
- 835 DIF MCOE Library
- 836 DIF Streets & Circulation
- 837 DIF Child Care
- 838 DIF Fire Facilities & Equipment
- 841 DIF Transit & Trails

**Restricted Revenue :** Restricted for specific uses and funds remain in accounts until appropriate uses are designated by State law or voter initiative

- 205 Solid Waste
- 210 Gas Tax
- 215 Measure R Trails
- 216 Measure R
- 217 Measure U
- 218 TBID
- 220 Airport
- 245 Housing & Community Development
- 250 LTC

**Internal Service :** Used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments on a cost-reimbursement basis.

- 910 Garage Services
- 915 Vehicle Replacement
- 930 EE 125 & Insurance Benefits

**Trust & Agency :** Fiduciary funds are used to account for resources that a government holds as a trustee or agent on behalf of an outside party and that cannot be used to support government's own programs

- 850 Juniper Ridge AD
- 852 AD 1993-4 Bluffs
- 853 Bluff's Maint District 1996-4
- 854 North Village CFD 2001-1
- 856 Old Mammoth Rd BAD 2002-01
- 857 North Village BAD 2002-2
- 858 Fractional Mello CDF 2004-01
- 859 Mello Roos CFD 2005-01 In Lieu
- 860 Transit Facilities CFD 2013-3
- 861 Mammoth View BAD 2014-01

**Enterprise Funds :** Similar to business -used to account for activities that receive significant support from fees & charges

- 240 Long Valley Pit

**Debt Service :** Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal & interest, restriction based on Council policy

- 990 Debt Service

**Total 38 Funds with Activity**



# ***Budget Schedule – Presentations and Workshops***

## **Forecast Revenues**

**Workshop with Town Council – Preliminary Revenue Budget – March 15, 2023**

## **Presentation of Core Services**

**Workshop with Town Council - Department Head / Town Council – April 5, 2023**

## **Strategic Staff Adjustments**

## **Department Adjustments**

**Workshop with Town Council – Department Requested – April 19, 2023**

## **Capital Project Analysis**

**Workshop with Town Council – Capital Project Discussion – May 5, 2023**

## **MLR budget work on Measure R and U**

**Workshop with Town Council – Tentative Budget (Manager Recommended) – May 17, 2023**

## **Fine Tuning of Special Funds and NGO budget**

**Special Funds, NGO Budget Presentation – June 7, 2023**

**Final (Adopted) Budget Presentation – June 21, 2023**

**Budget Implemented for FY23-24 – July 1, 2023**

## Workshop with Town Council – Preliminary Revenue Budget – March 15, 2023

1. **Transient Occupancy Tax – 59.1% for FY22-23**
  - a. **Planned Growth vs Projected Revenue**
  - b. **Strategic Growth, Control of Operating Expenses**
  - c. **Guard Against volatility of revenue stream**
  - d. **Provide funding for Special Projects or One-Time Funding**
  - e. **All other Revenue budgeted close to forecast.**
  
2. **Property Tax – 16.8% for FY22-23**
  
3. **Sales Tax – 9.8% for FY22-23**
  
4. **Franchise Fee – 3.3% for FY22-23**
  
5. **Other Revenue – 11.0%**
  - a. **Community & Economic Development Permits**
  - b. **Business Tax**
  - c. **Recreation Programs**
  - d. **Public Safety**
  - e. **Transit Fee**
  - f. **Interest**



**Transient Occupancy Tax (TOT),  
Property Tax, Sales Tax, and  
Franchise Fees = 89% of Revenue Budget**

# ***Preliminary Budget – Department Requested***

**Workshop with Town Council - Department Head / Town Council – April 5, 2023**

- 1. Refresh of all Revenue Estimates.**
- 2. Department Performance, expenditure trends.**
- 3. Department Adjustments – Incremental Core Services.**
- 4. Strategic growth of Staff – As needed.**
- 5. Review Labor Cost adjustments for existing staff – Negotiation year, difficult to determine.**
- 6. Adjustments to benefit costs for year.**
- 7. Review of Debt Schedule and payments.**
- 8. Primarily focused on General Fund, Gas Tax, and Airport. – Primarily about Staff.**



**Total Labor costs was approximately 60.2% of Operating Budget for FY22-23**

## **Workshop with Town Council – Capital Project Discussion – May 5, 2023**

- 1. Update and Review of 5-year CIP**
  - a. Based on Town General Plan – Prioritized Facilities and Amenities**
  - b. Town Council Strategic Priorities**
  - c. Grant Opportunities for specific projects.**
  
- 2. The Town CIP also includes annual commitments to ongoing maintenance of facilities and infrastructure, or general funding for specific strategic priorities.**
  
- 3. Analysis of current projects, status of construction and possible funding needs.**
  
- 4. Proposed projects to begin in the current fiscal year based on priorities and funding opportunities.**
  
- 5. Future Projects based on need and timing of source funding.**
  
- 6. All current and proposed projects will have a narrative of the scope and purpose of the project including funding plan.**

# ***Tentative Budget – Manager Recommended***

## **Workshop with Town Council – Tentative Budget (Manager Recommended) – May 17, 2023**

- 1. Refresh all Revenue Estimates based on additional information.**
- 2. Refinements to Department level budgets.**
- 3. Finalize incremental positions – staff.**
- 4. Presentation of special Funds**
  - a. Solid Waste**
  - b. Measure R & U**
  - c. TBID – pass through – MLT per Management District Plan**
  - d. Development Impact Fee**
  - e. Assessment Districts**
  - f. Garage Services**
  - g. Vehicle Replacement**
- 5. Debt Service / Future Capital**



**This is usually a good representation of the final budget 98% accurate.**

## **Final (Adopted) Budget Presentation – June 21, 2023**

- 1. Review of Appropriation Limit**
  
- 2. Policy Review and Edits**
  - a. Investment Policy**
  - b. Reserve Policy**
  - c. Debt Policy**
  
- 3. Town Manager Budget Guidelines**
  
- 4. Outline Budget Assumptions and Direction**
  
- 5. Outline Personnel Adjustments**
  
- 6. Review Updates since Manager Recommended**
  
- 7. Review All Funds**
  
- 8. Resolution of Adoption**

**1<sup>st</sup> Quarter** – July – September, presented early October. Review of pre-audit fund balance from prior year – Early enough in the year we don't have edits for the current fiscal year. However, we have clarity on how the prior year ended. This discussion is in detail and contains reconciliation of each Fund. Staff makes recommendations for Town Council to review and allocate available fund balance according to stated Town Council Priorities

**2<sup>nd</sup> Quarter** – October – December, presented early February. We delay this presentation until we know the amount of TOT collected for December, which is due January 20<sup>th</sup>. Typically, there is little to allocate and depending on the snow year, there may be additional expenses for snow removal that need to be addressed.

**3<sup>rd</sup> Quarter** – January – March, presented in early May. We will have a good idea, from the trend of visitation to the amount of TOT we anticipate for the year. Staff will bring forward any significant budget shortfall that needs to be addressed. Typically, we have excess revenues to consider for special projects or one-time allocations. Staff makes recommendations for Town Council to review and allocate available funds according to stated Town Council Priorities

**4<sup>th</sup> Quarter** – April – June, presented in August. This usually includes fine tuning of the department level budgets. We may utilize budget savings to address any shortfall within departments. Likely more revenue to consider for special projects or one-time allocations, using same criteria stated above.



**Quarterly Review, with quick allocation of available resources is a critical step necessary for conservative budget process.**