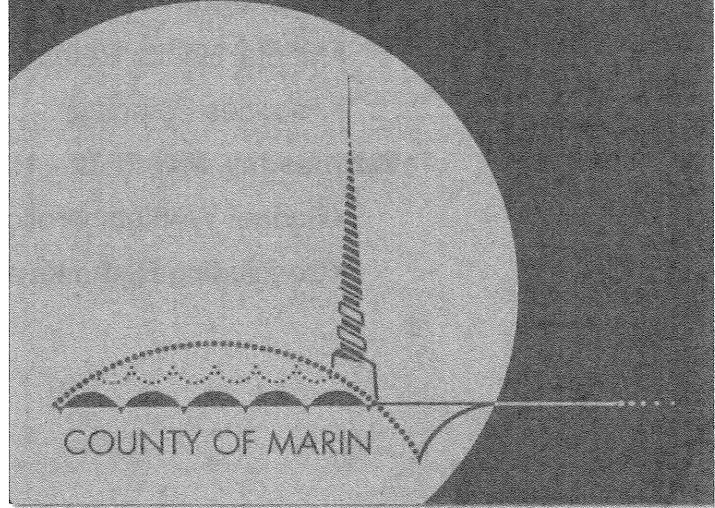


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3501 Civic Center Drive
San Rafael, CA 94903
MarinCounty.gov

March 18, 2024



FY 2024-26 MARCH BUDGET WORKSHOP

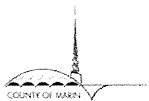


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March Budget Workshop
March 18, 2024

MARCH WORKSHOP AGENDA PREVIEW

Slide 2

- **Monday, March 18 - 9:00 a.m.**
 - Open Time for Public Comment on Workshop Topics
 - Race Equity, Continuous Improvement & Budget
 - Recruitment and Retention
- **Monday, March 18 - 1:30 p.m.**
 - Expanding Affordable Housing
 - Addressing Homeless



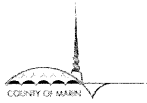
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March Budget Workshop
March 18, 2024

MARCH WORKSHOP AGENDA

PREVIEW

Slide 3

- **Tuesday, March 19 - 1:30 p.m.**
 - Mental Health Reform
 - Facilities Planning
- **Wednesday, March 20 - 1:30 p.m.**
 - Budget Workplan Follow Up
 - Concluding Remarks and Next Steps



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COMMUNITY PRIORITIES

CONTINUE TO ADJUST BUDGET TO REFLECT COMMUNITY PRIORITIES

Slide 4

Affordable
Housing and
Addressing
Homelessness

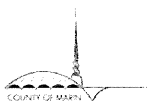
Race Equity

Climate Change
and Sea Level
Rise

Disaster
Preparedness

County
Infrastructure

Recruitment and
Retention



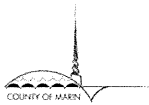
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GOALS FOR FY 2024-26 BUDGET PROCESS

NEW TWO-YEAR BUDGET CYCLE

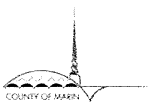
Slide 5

- Countywide rollout of Race Equity Budget Tool
- Continuous Improvement across the organization
- Planning for increased state budget risks
- Cost-covered or one-time BCPs only; implement previously approved one-time funding
- Accelerate investments in deferred maintenance of County facilities



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RACE EQUITY



- **REAP Implementation Team created to guide the \$1.7 million allocation** for race equity investments
- **Multi-stakeholder collaboration** (community members, non-profits and government staff)
- Develop work plans (**strategy, partners, funding sources, success metrics**) to implement the REAP

Economic Opportunity

- Implement an **\$18.00 minimum wage** in 2024, with a graduated increase in unincorporated Marin
- Establish countywide support program for **low-income microbusinesses** for entrepreneurs from underserved communities

Housing

- Operate a countywide **rent registry**
- Create a **countywide land trust** for low-income communities of color in Marin with affordable housing options

Mental Health

- Provide funding to support **licensure for therapists** of color through tuition scholarships a countywide rent registry
- Hire and train **culturally-responsive, trauma-informed** Peer Support Mental Health Specialists

- **Outreach** to key partners
- **County staff will co-lead the implementation** of priority actions and return to your Board with specific allocation requests

Economic Opportunity **Mental Health** **Housing**



JUL 2022 – ONGOING **FEB 2023 – AUG 2023** **OCT 2023 – DEC 2023** **FEB 2024 – MAR 2024** **MAR 2024 – ONGOING**

Brainstorm Ideas
Through events and online tools, residents and community organizations share ideas for projects.

Develop & Refine Proposals
Community organizations and residents develop the ideas into feasible proposals, which are vetted by the PB Committee.

Vote
Residents vote to divide the available budget between the proposals.

Fund Winning Proposals
The Board of Supervisors fund the winning projects from the \$2.5 million in ARPA resources.

Implement Projects
Grant recipients will implement the projects and regularly track and monitor progress.

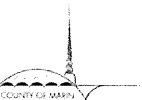


- Administer contracts in March 2024
- **Launch project implementation** in April 2024
- Ongoing **technical assistance** (data reporting, communications)
- Launch **initial evaluation** of PB process and outcomes
- Integrate pilot lessons learned into design of **PB Cycle #2 with \$1.25 million investment**



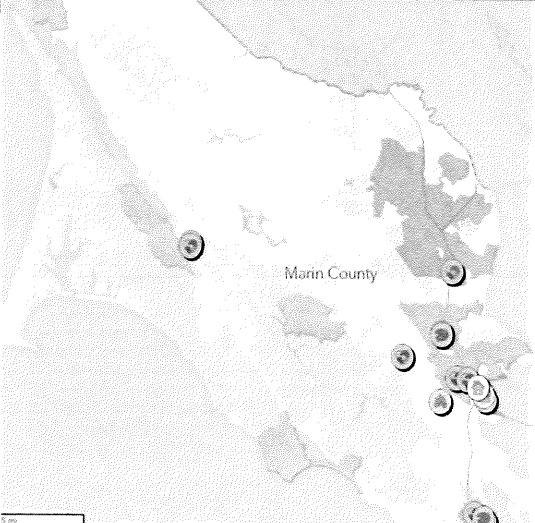
Map Features:

- Describes **goals & desired outcomes** for the winning projects
- Allows community members to see **progress on project implementation**



County of Marin **Participatory Budgeting Winners**

	<p>The School to Life Project (STLP) Marin City</p> <p>Amount awarded: \$71,269</p> <p>More Info</p>
	<p>Torogoz con Voz Music Academy Canal</p> <p>Amount awarded: \$100,000</p> <p>More Info</p>
	<p>Transportation & Equity West Marin</p> <p>Amount awarded: \$180,625</p> <p>More Info</p>



- **Decision-making framework** to integrate equity into budgets, policies, processes, and practices
- **Progress To-Date**
 - Conducted a pilot with 5 departments; then launched the tool countywide
 - Discussed using the tool during department mid-year meetings to inform spending priorities and baseline budgets
 - Integrated the tool with the Funding Request Form



MARIN COUNTY
Race Equity
Budget Toolkit
FISCAL YEAR 2024-2026

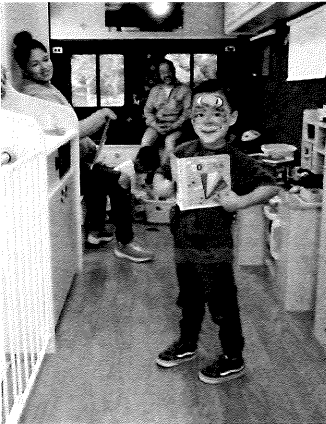


- Why is this proposal a **high priority** for your department and how will this impact existing services? If approved, what are the desired results and outcomes?
- What data was consulted to inform this proposal? What does the **data and/or equity indicators** tell us about the communities impacted?
- What **communities, populations or geographic regions** will be affected by this proposal? How have we engaged them and what has the response been?

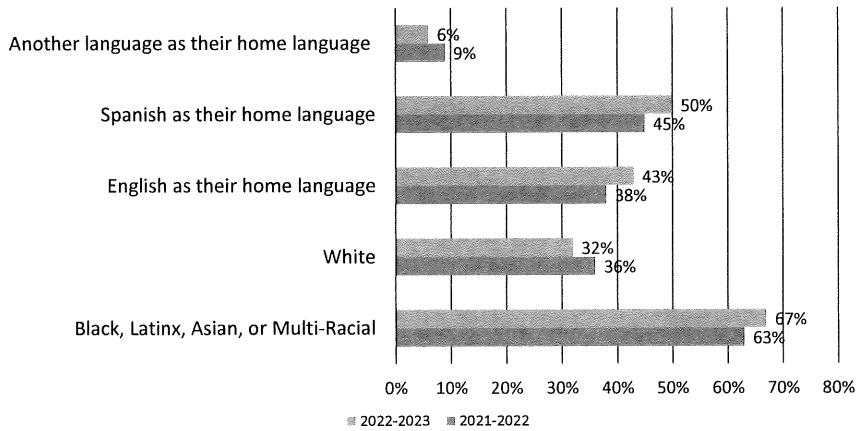




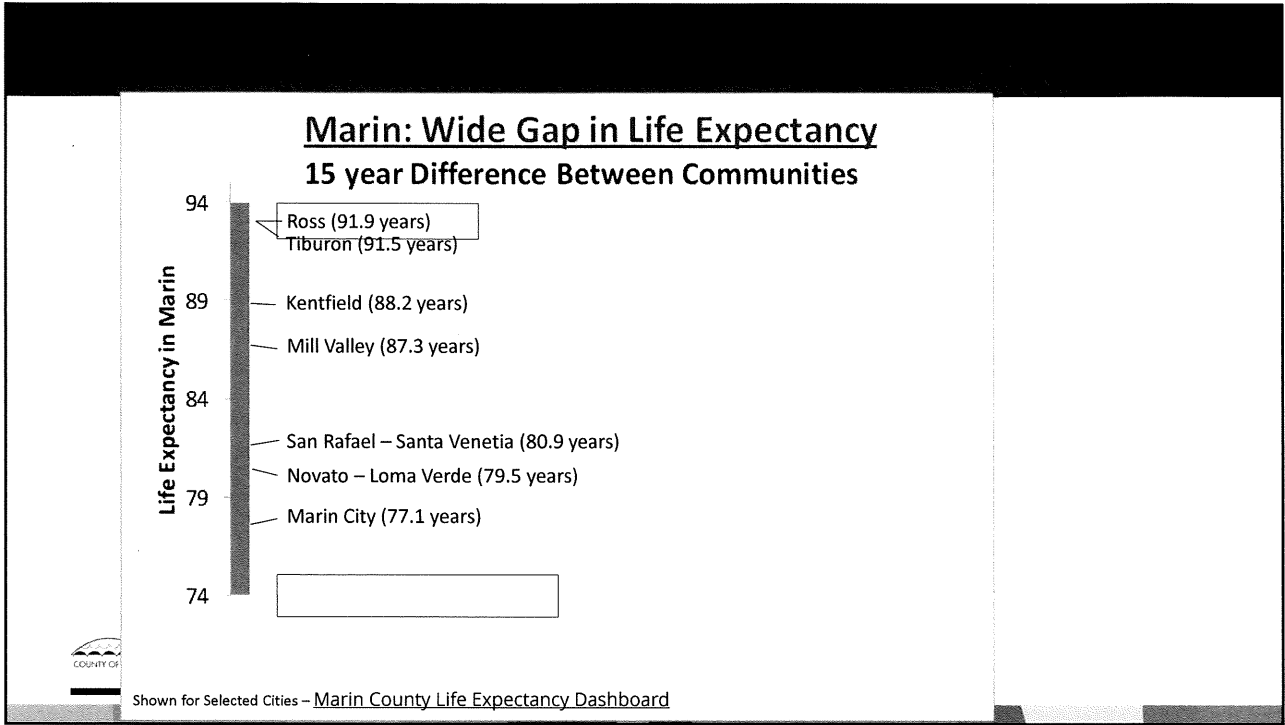
- **Free drop-in mobile preschool** program (children 0-5)
- Delivers **bilingual activities** that support early childhood development through exploration, stories, songs, games and art
- Provides **opportunities for parents** to engage with their children while preparing them for school
- **218 children** served in FY22-23



Identities of Children Served by Learning Bus



Source : Marin County Free Library; Learning Bus Data, 2021-2023



Purpose:

- Build a common understanding, guide strategy, and track health equity progress
- Promote place-based, community-led solutions in four Health Equity Zones

West Marin Southern Marin San Rafael Novato

MARIN HEALTH & HUMAN SERVICES
Health, Well-being & Safety

View online: MarinHHS.org/zone-dashboard


County of Marin

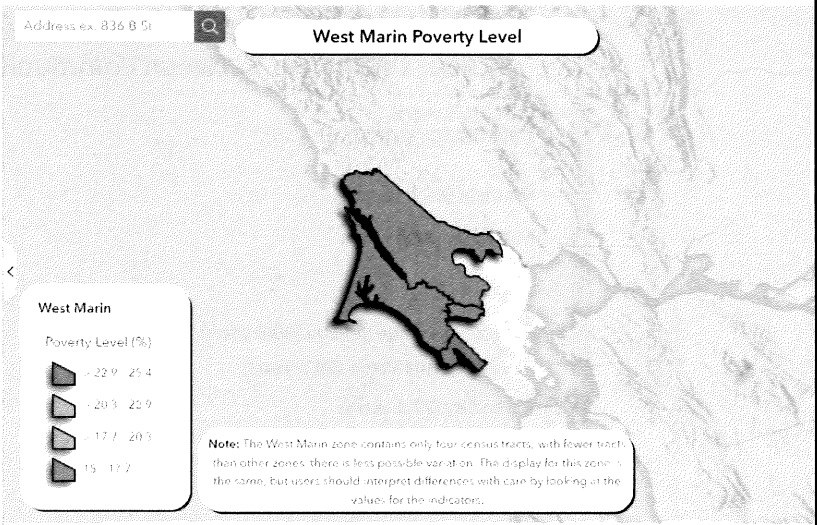
Provides census tract data:

- Population
- Age, race/ethnicity, sex

Describes factors that influence health:


- Life expectancy
- Poverty levels
- 9-1-1 responses
- Homeownership
- Income
- Linguistic Isolation
- Access to parks





View online: MarinHHS.org/zone-dashboard

- Race Equity Budget Tool 101
- Equity Impact Statements
- Applying a race equity lens to policies projects and initiatives
- Using disaggregated data to measure equity impacts



EQUITY IMPACT

This Septic Tank Repair Loan Program is expected to mitigate the financial burden of necessary septic tank repairs for lower-income homeowners and for landlords renting to long-term tenants. Black and Hispanic owner-occupied households in Marin have a median income approximately 25% lower than White owner-occupied households. A major contributor to septic system malfunction is the addition of Accessory Dwelling Units (ADU) that overburdens the system designed for a single dwelling. Community response to inquiries across the county indicates that a disproportionate number of Black and Hispanic families live in ADUs. Our analysis of this demographic data and community input concludes that a solution to make septic tank repairs affordable would most greatly impact homeowners and renters in BIPOC communities. The department's proposal to implement an application that includes an income verification (for the homeowner) establishing a household income of less than 110% of median, coupled with plans for intensive outreach partnerships with stakeholders in communities of color, are expected to maximize the benefit of this program to communities of color. Leveraging existing relationships with community organizations, will allow us to monitor the impact of this loan program on communities of color.

PROPOSAL

DATA

COMMUNITY

ANALYSIS

IMPLEMENTATION

ACCOUNTABILITY

PROPOSAL

DATA

COMMUNITY

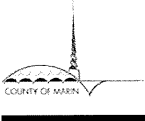
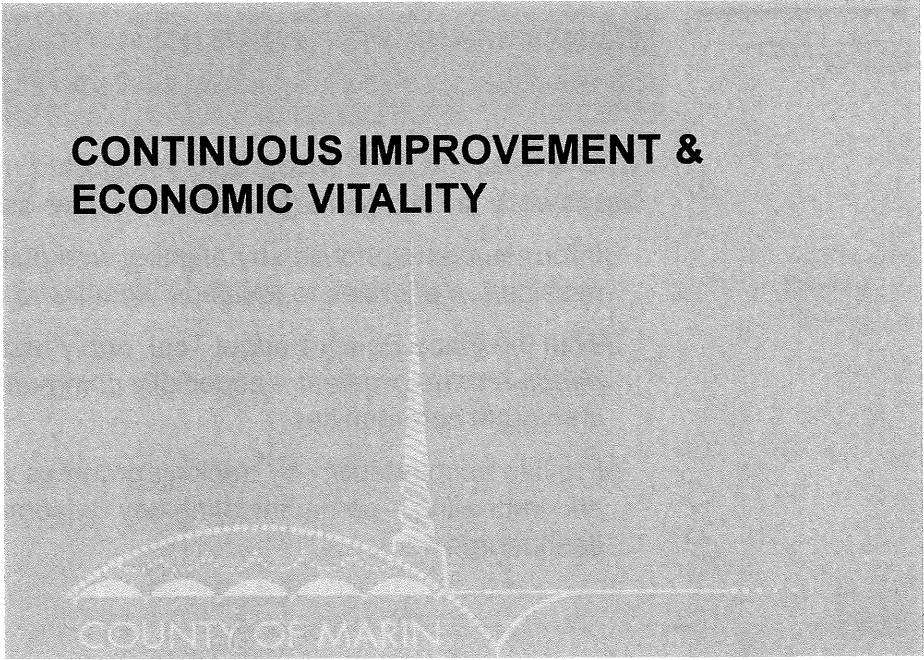
ANALYSIS

IMPLEMENTATION

ACCOUNTABILITY

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CONTINUOUS IMPROVEMENT & ECONOMIC VITALITY



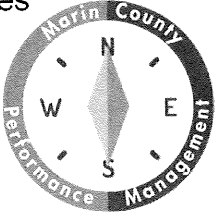
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CONTINUOUS IMPROVEMENT

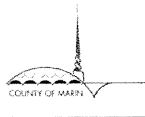
DOING THE RIGHT THINGS WELL WITH A LENS ON RACE EQUITY



- Background
- FY 2024-26 Continuous Improvement (CI) updates
 - 4 “Spotlight” CI initiatives
 - Marin County Parks and use of data
- Economic Vitality Strategic Plan (EVSP) Update
 - Community Dashboard



Slide 22



CONTINUOUS IMPROVEMENT

DOING THE RIGHT THINGS WELL WITH A LENS ON RACE EQUITY



Slide 23



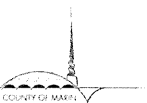
- CI is a data-focused, race equity-integrated management framework to help us learn and to improve our services
 - Inform budgets/priorities by aligning workplan initiatives with our mission/top priorities *to focus on what we're trying to improve*
 - With the Race Equity Budget Tool, apply resources *where our needs are the greatest* – especially communities of color, immigrant communities
 - Provide accountability by tracking progress with data, learning, and improving – communicating key outcomes with data dashboards

CONTINUOUS IMPROVEMENT

INSTRUCTIONS



Slide 24



- Workshop materials by Department include:
 - Mission, organizational chart
 - Two-year workplans for FY 2024-26
 - New Continuous Improvement (CI) initiatives
- Some “spotlight” CI initiatives based on the 4 “pillars” of CI
 - External focus
 - Internal/BPI focus
 - Race Equity focus
 - Cross-Departmental focus

CONTINUOUS IMPROVEMENT

"SPOTLIGHT" DEPARTMENT EXAMPLES



Slide 25

MARIN COUNTY FREE LIBRARY

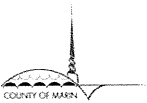
Race Equity Focus

Promote educational equity for children under the age of nine

- School readiness programs
- Partnership with MCOE to support school libraries/cards for students
- Increased engagement in Novato, West Marin, and Marin City

Measurements

- Attendance of pre-school aged children in equity-priority communities
- Number of minutes read in out-of-school library programs
- Increased literacy rates for 0–8-year-olds



CONTINUOUS IMPROVEMENT

"SPOTLIGHT" DEPARTMENT EXAMPLES



Slide 26

SHERIFF'S OFFICE

Cross-Departmental Collaboration Focus

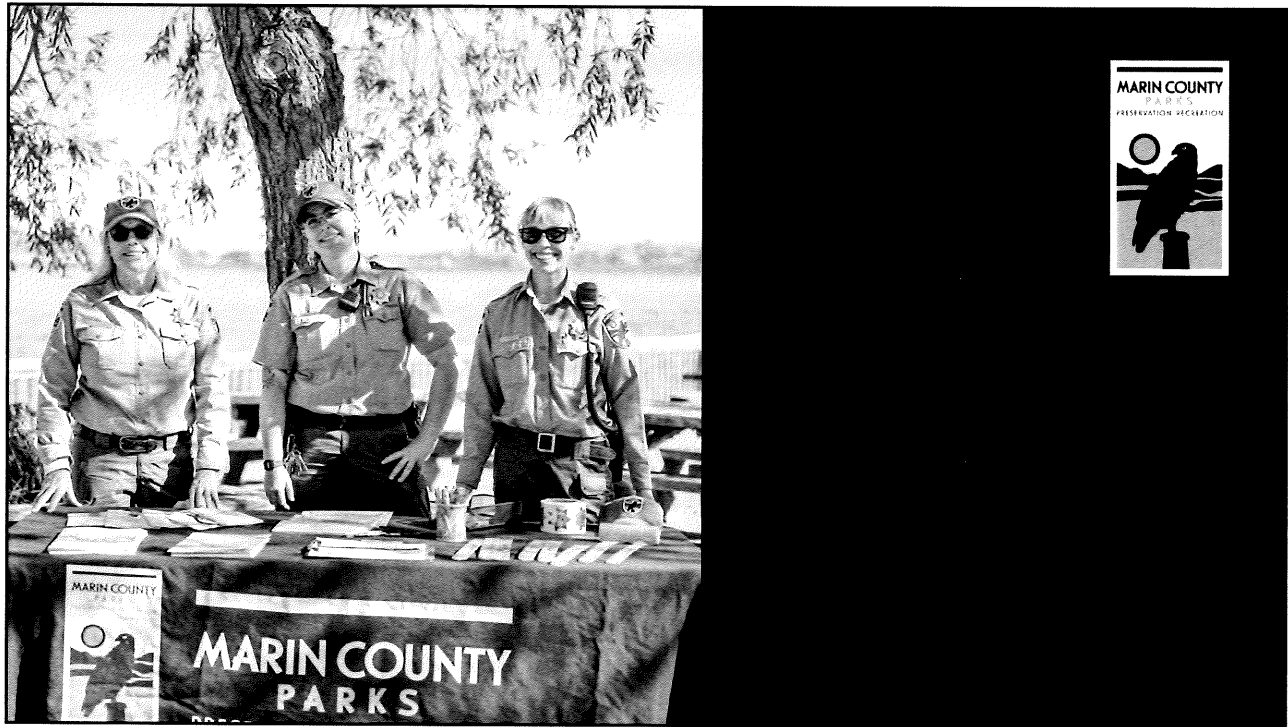
Designate a Homelessness Liaison Deputy assigned to work closely with HHS and other departments to address homelessness

- Service-based solutions to community complaints
- Decreased need for traditional enforcement strategies

Measurements

- Encampment complaints resolved
- Referrals to Whole Person Care services
- Removal of derelict vehicles from encampment sites



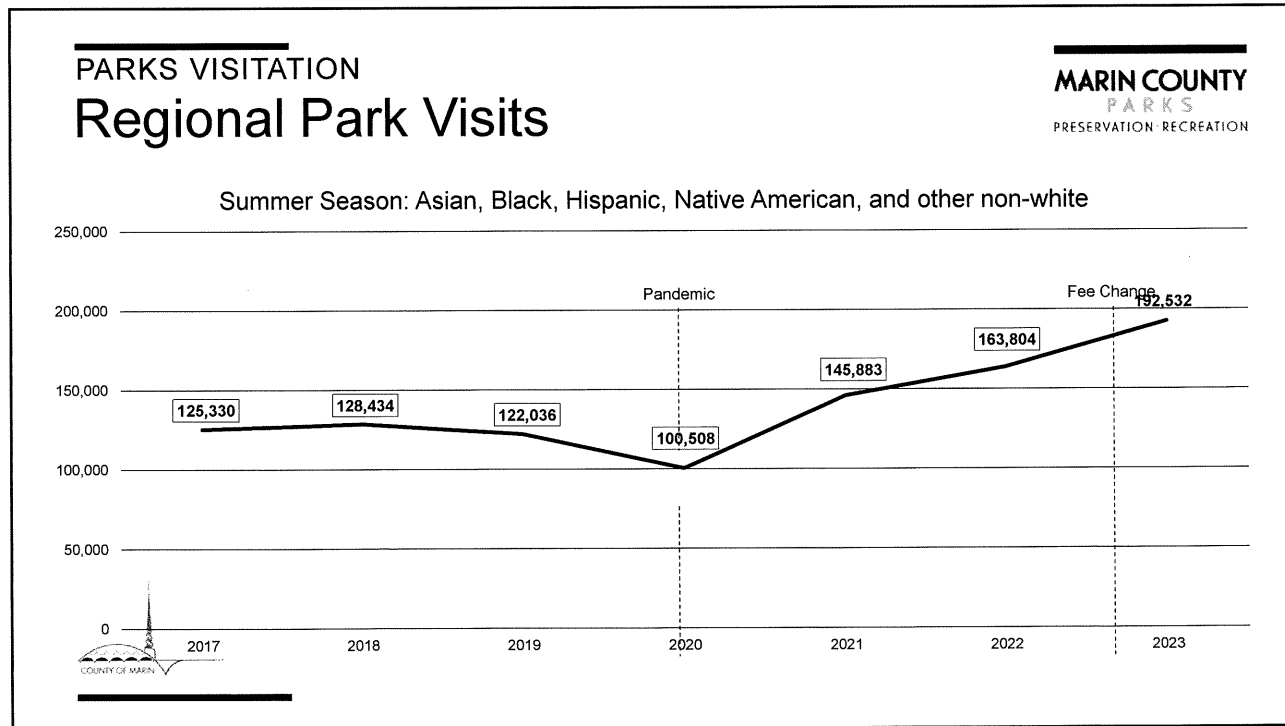
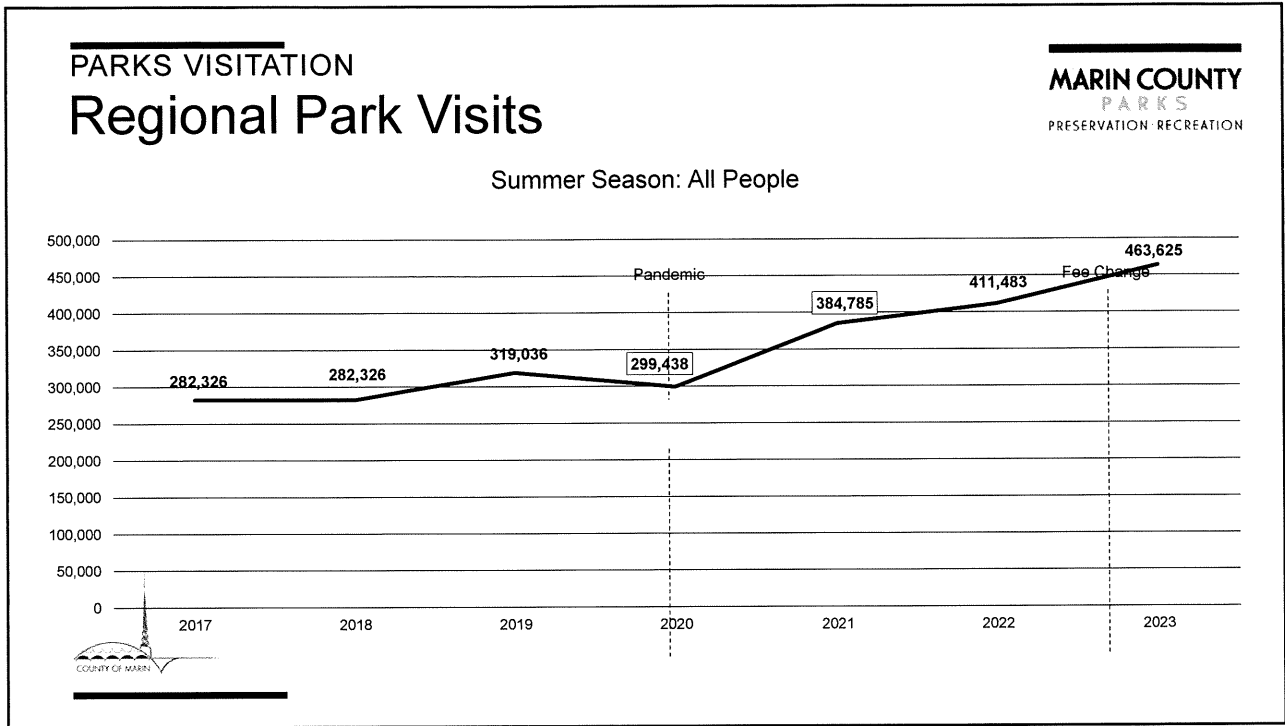


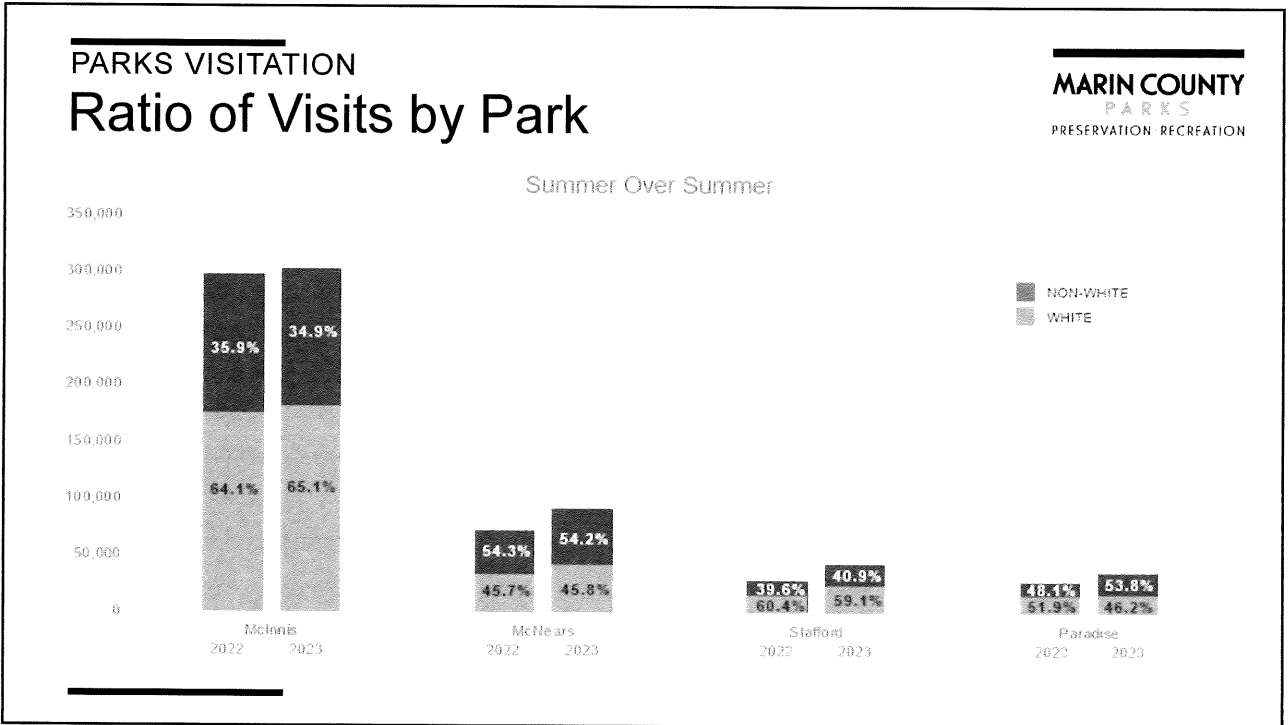
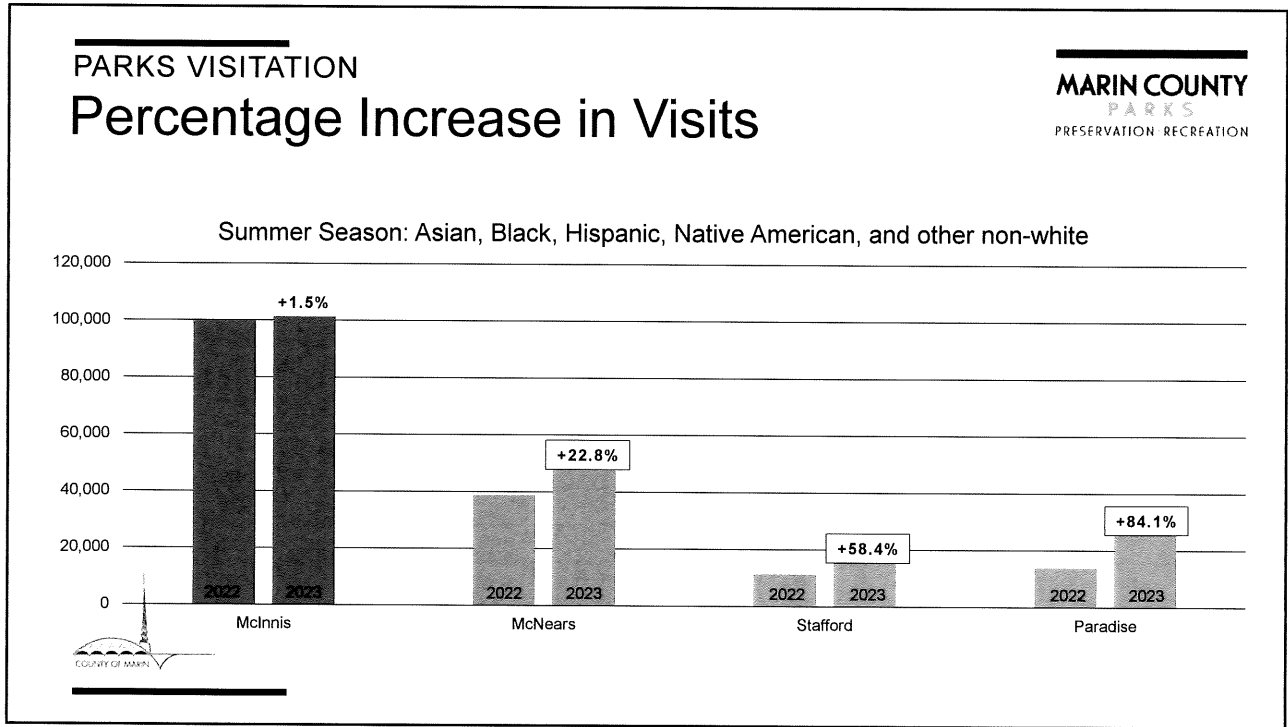
PARKS VISITATION Data Overview

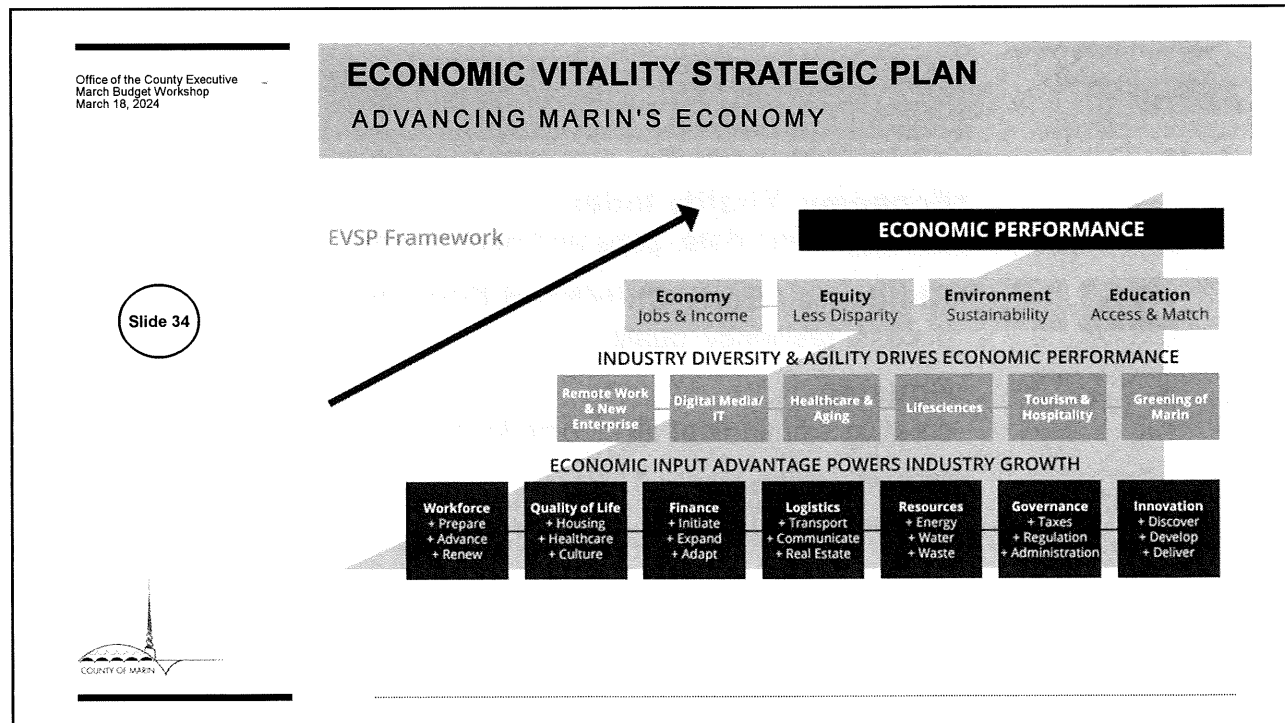
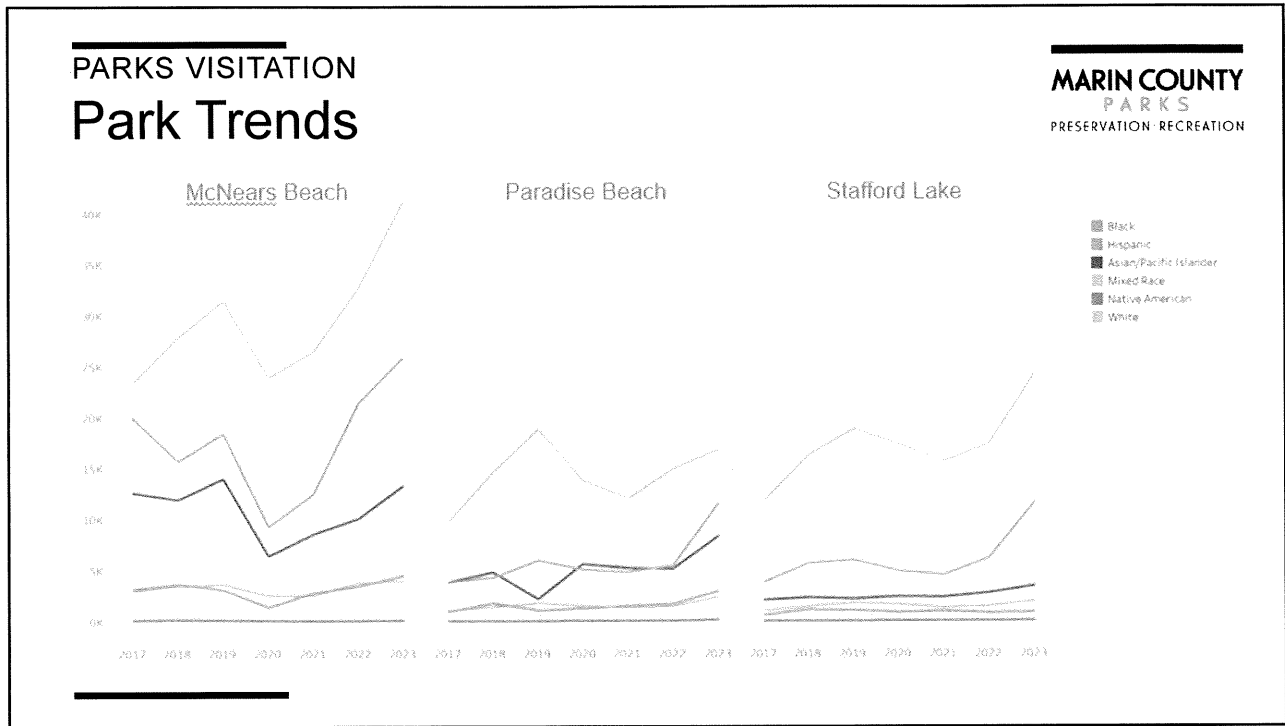
MARIN COUNTY
PARKS
PRESERVATION RECREATION

- Visitation data is from Placer, which provides **aggregated, anonymized** location data from cell phones
- There is **no personally identifiable data** for any group or individual
- Placer demographic data is not exact. It makes **inferences** about visitor demographics (like race) based on statistical calculations informed by U.S. census data
- Placer data helps **inform business objectives** in the private and public sector, such as retail marketing, transportation planning, policy evaluation, and economic development









ECONOMIC VITALITY STRATEGIC PLAN

"FLAGSHIP" OBJECTIVES

Slide 35

5 "Flagship" EVSP Objectives:

1. More dynamic economy
2. Accelerate growth of climate solutions
3. Equitable access to good jobs
4. Opportunities for new business creation
5. High quality of life for all residents

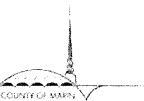


ECONOMIC VITALITY STRATEGIC PLAN

INITIAL PROJECTS

Slide 36

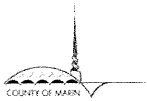
- **Economic Vitality Index**
benchmarking data, gaps and opportunities
- **Childcare / Early Childhood Education**
access, resiliency, quality
- **Housing**
creative solutions at all income levels
- **Minimum Wage**
\$18/hour in 2025



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ECONOMIC VITALITY STRATEGIC PLAN PARTNER EXAMPLES

Slide 37



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ECONOMIC VITALITY INDICATORS

SHARED CHALLENGES | SHARED RESOURCES | SHARED BENEFITS

Slide 38

GUIDING PRINCIPLES

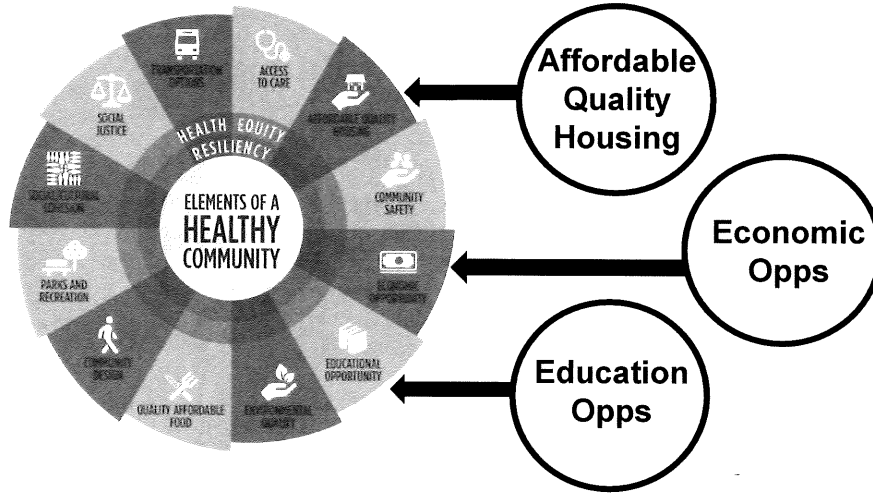
- **Iterative** start small and build out
- **Interconnected** show interrelatedness between issues
- **Focused** Marin centric and granular data where possible
- **Purposeful, Helpful** clear objectives & desired outcomes
- **Sustainable** sources, resources & organizational capacity considered



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ECONOMIC VITALITY INDICATORS INITIAL COMMUNITY DATA FOCUS AREAS

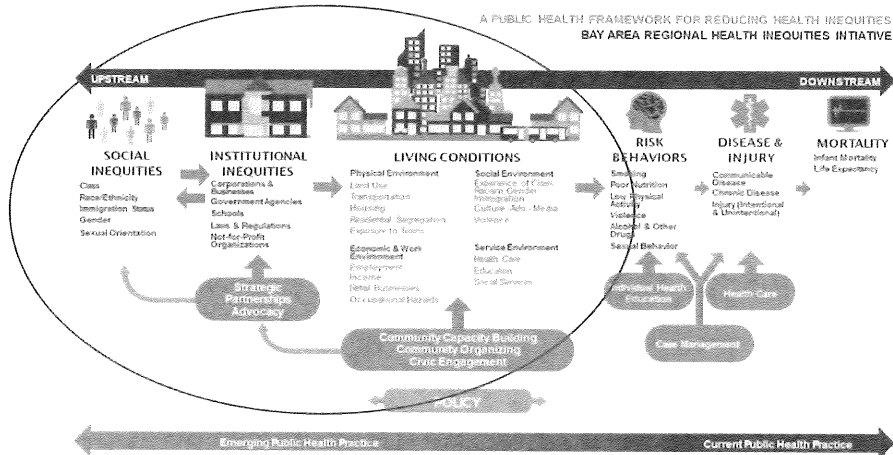
Slide 39



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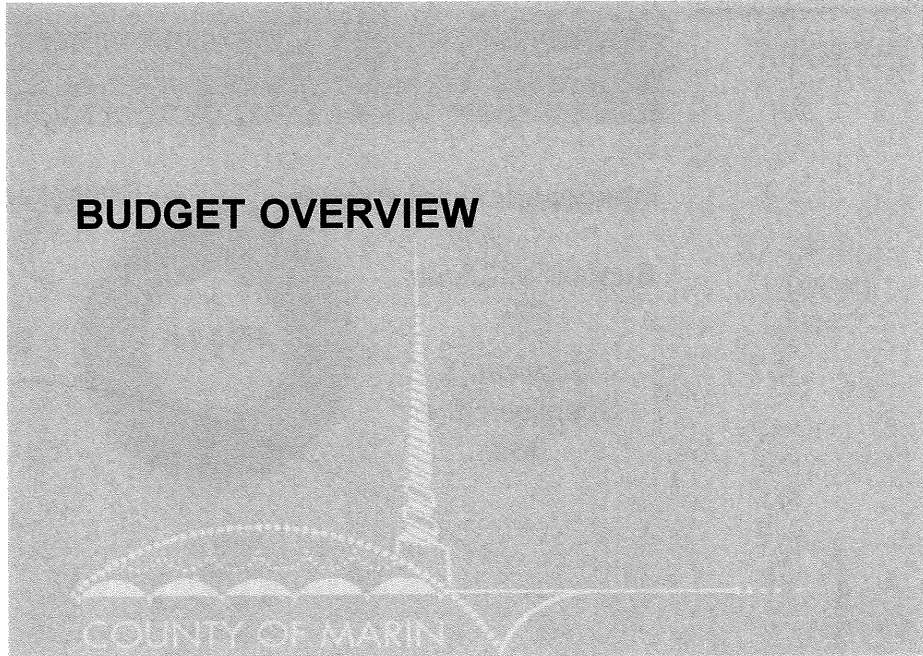
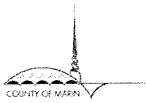
ECONOMIC VITALITY INDICATORS COMMUNITY DATA STORYTELLING

Slide 40



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BUDGET OVERVIEW

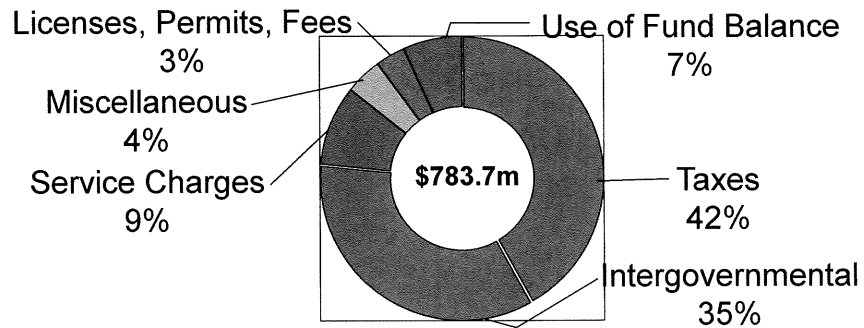


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REVENUES BY TYPE – ALL FUNDS

CURRENT YEAR BUDGET - FY 2023-24

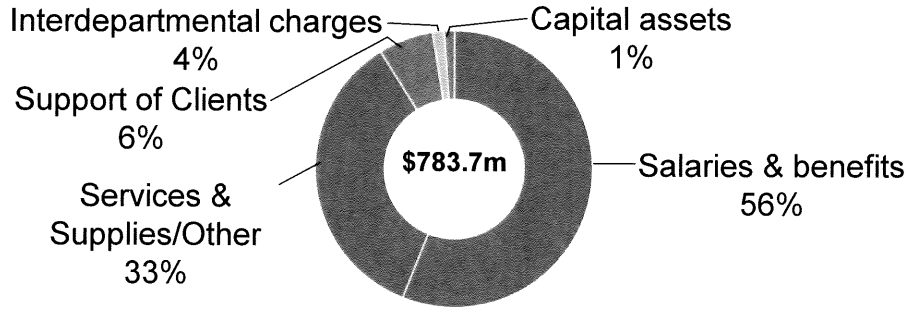
Slide 42



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EXPENDITURES BY TYPE – ALL FUNDS CURRENT YEAR BUDGET - FY 2023-24

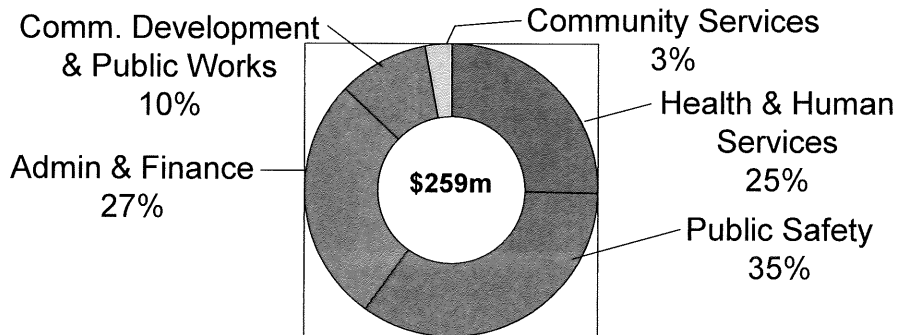
Slide 43



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GENERAL FUND NCC BY SERVICE AREA CURRENT YEAR BUDGET - FY 2023-24

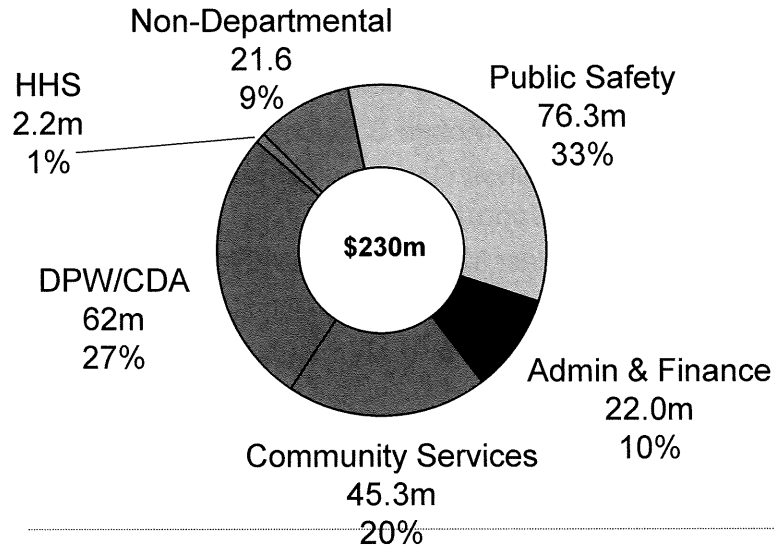
Slide 44



MUNICIPAL SERVICES BUDGET BY SERVICE AREA

\$230M ESTIMATED FOR FY 2023-24

Slide 45



MUNICIPAL SERVICES OVERVIEW

Slide 46



County Executive Focus Areas: Project oversight, Performance Management, or Communications

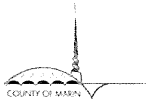
- Internal Coordination: Municipal Services and Health/Human/Justice Service meetings
 - Piloted to focus on Marin City efforts; Goal of project tracking and improving service coordination/info sharing across departments
- External Coordination: West Marin Fund partnership
 - Funding coordination with West Marin Fund to improve service infrastructure through West Marin Collaborative

MUNICIPAL SERVICE 2023-24 ACCOMPLISHMENTS

KEY EXAMPLES INCLUDE, BUT NOT LIMITED TO

Slide 47

- \$6.5 million to improve GGV facilities and services
- Supporting Marin City CSD with Facility RFP
- HHS Mobile Services launched - Marin City
- Bolinas Community Land Trust – Workforce Housing Supports
- West Marin Collaborative
- Binford Rd Strategy
- Stinson and Muir Beach Fire Facility commitments



MUNICIPAL SERVICE GOALS FOR FY 2024-26

Slide 48

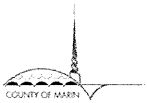
- Fire: San Geronimo and Fire Facilities
- CDA: Marin City Vision Plan (Support for Marin Climate Justice Collaborative)
- CDA/HHS/OCE: West Marin affordable housing strategies
- OEM: Long-Term Recovery Plan development
- DPW: Radio Coverage Improvements (interoperability)
- Parks: “Magical Bridge” inclusive playground plan
- DPW: Finalize Marin City Stormwater Plan
 - Undertake Marin City Flood Mitigation projects, as identified in the plan



ECONOMIC FORECAST

Slide 49

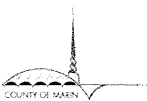
- Continued trend of moderate economic growth, with state budget risks
- Post-pandemic economy has stabilized:
 - Reduced inflation
 - Slowing real estate market & higher interest rates
 - Steady stock market growth
 - Reduced state revenues



STATE BUDGET RISKS ARE SIGNIFICANT

Slide 50

- \$73 billion State budget deficit expected for **FY 2024-25**
 - January proposal included modest reductions; deferrals and funding shifts
 - Minimal impacts to core county programming, pending May Revise
- Risks for the County are greater in second year, due to structural deficits of as much as **\$20 billion over the next three years**



BUDGET ASSUMPTIONS

COUNTY PROJECTIONS ASSUME MODERATE ECONOMIC GROWTH

Slide 51

Revenues

- Property tax growth assumed to slow, prior year of 6.3%
 - Projecting 5.0% growth FY 2024-25, 4.5% and 4.0% thereafter
- Modest reduction to state revenues (pending May Revise)
- Modest growth in local TOT and sales tax revenues
- Department fee increases to maintain costs of providing services



BUDGET ASSUMPTIONS

Slide 52

Expenditures

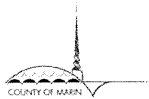
- Maintain current service levels, prior enhancements
- Continue high priority initiatives that have been funded through one-time funds
- Incorporate COLAs, equity adjustments and other changes from recently approved bargaining negotiations
- Flat pension costs per fiscal policy, with estimated \$13m contribution to Retiree Health Trust in FY 2024-25



HIGH-LEVEL BUDGET OVERVIEW

Slide 53

- Budget is balanced over the next three years
- County remains in a good financial position, despite economic concerns at the state level
- Property tax growth expected to slow
- Given the age of County facilities, the County will need to invest more to adequately maintain our facilities
- State budget shortfall is significant, but the current State budget proposal indicates minimal county impacts in FY 2024-25
- Approximately \$15-20m opportunity for one-time investments



NEW FISCAL POLICY RECOMMENDATION – WEST MARIN AND COMMUNITY INFRASTRUCTURE

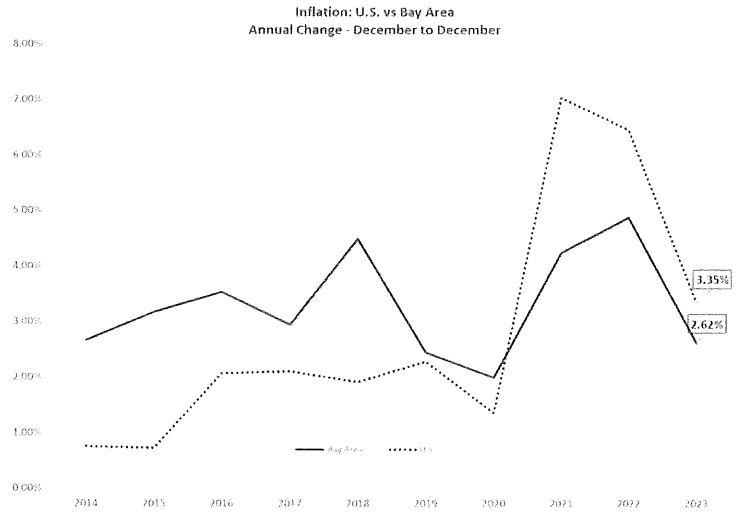
Slide 54

- To address infrastructure needs countywide, the County will allocate \$1 million to both the **West Marin Infrastructure Reserve** and the **Community Infrastructure Reserve**
- Three-year pilot program, so long as General Fund is balanced



ECONOMIC INDICATORS
INFLATION HAS BEEN SIGNIFICANTLY REDUCED

- Inflation has increased by 2.6% compared to December 2022, reflecting a significant decrease

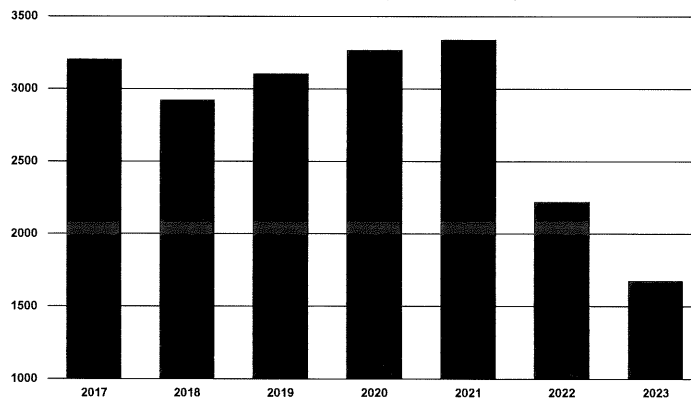


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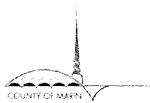
ECONOMIC INDICATORS

APPROX. 25% REDUCTION IN SALES COMPARED TO 2022

Marin Real Estate Sales
January - December (Calendar Year)



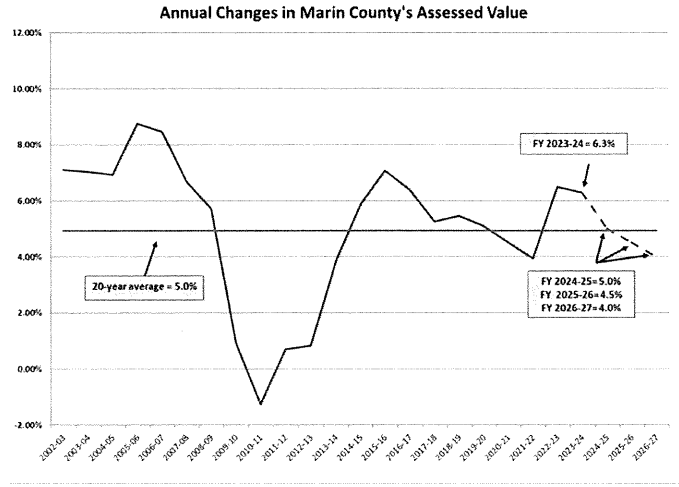
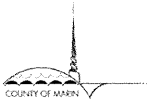
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PROPERTY TAX REVENUE: ASSESSED VALUE (AV) PROJECTED TO SLOW
 GROWTH EXPECTED TO DECLINE TO 5.0% IN FY 2024-25

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BUDGET STABILIZATION RESERVES FOR FUTURE UNCERTAINTY

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Reserve	Amount (millions)
Budget Stabilization	\$12.2
Pension Reserve	\$10.0
State/Federal Reserve	\$9.2*
Subtotal Reserves	\$31.4

- Other reserves have been established for specific uses, including capital improvements and system replacements

* Anticipated \$2.3m increase from FY 2022-23 unassigned fund balance

MAINTAINING CURRENT HIGH PRIORITY SERVICES

FY 2024-26 PROPOSED BUDGET

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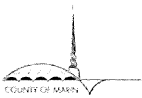
- Maintaining Homelessness Services
- Encampment Response with Cities & Towns
- IHSS Provider Wage Increases
- Community Response Teams
- Legal Aid of Marin Support
- Non-Profit Partnerships & Community Services Support
- Career Explorers



FY 2024-26 POTENTIAL ONE-TIME ENHANCEMENTS BY PRIORITY

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- Race Equity
 - Participatory Budgeting Round 2 (Set-Aside)
 - Early Childhood Roadmap
- Emergency Preparedness
 - Urban Search and Rescue
 - Fire Facility Investments
 - Fire Chief Resilience Officer (Fixed Term)



FY 2024-26 POTENTIAL ONE-TIME ENHANCEMENTS BY PRIORITY (CONTINUED)

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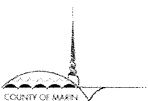
- Infrastructure
 - Community/West Marin Infrastructure
 - Mandated Stormwater Investments
 - One-time Facility Improvements
- Climate Change
 - Electrification Rebates



FY 2024-26 POTENTIAL ONE-TIME ENHANCEMENTS BY PRIORITY (CONTINUED)

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- Emerging & Other High Priorities
 - Departmental BCPs & Fixed Term Extensions
 - Increase the State/Federal Budget Reserve
 - Updated ADA Transition Plan
 - Agricultural Housing



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FOLLOW-UP ISSUES FOR FY 2024-26

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- Unincorporated County Minimum Wage
- Early Learning Strategic Plan
- Countywide Communications Plan
- Sea Level Rise Study
- Property Tax System Replacement



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FOLLOW-UP ISSUES FOR FY 2024-26 (CONTINUED)

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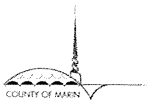
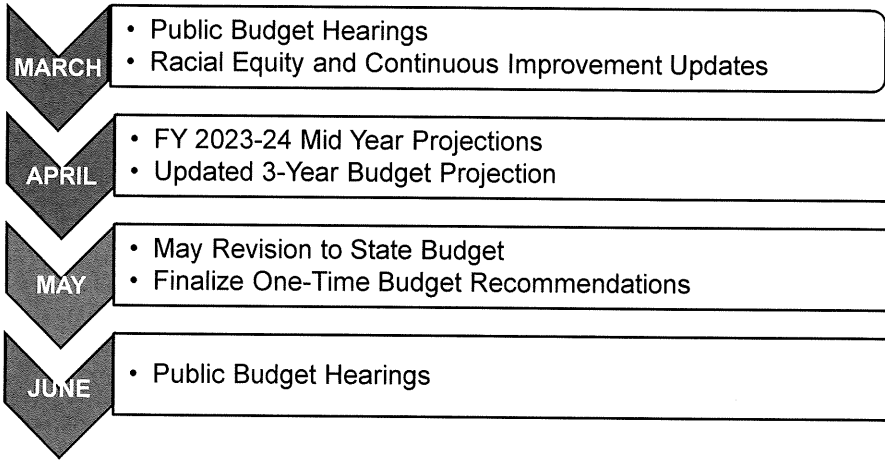
- Implementation of the EVSP
- MHSA Reform and new Three-Year Plan
- In-Home Supportive Services Negotiations



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NEXT STEPS FOR THE FY 2024-26 PROPOSED BUDGET

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QUESTIONS?

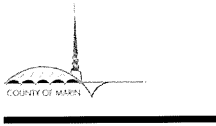
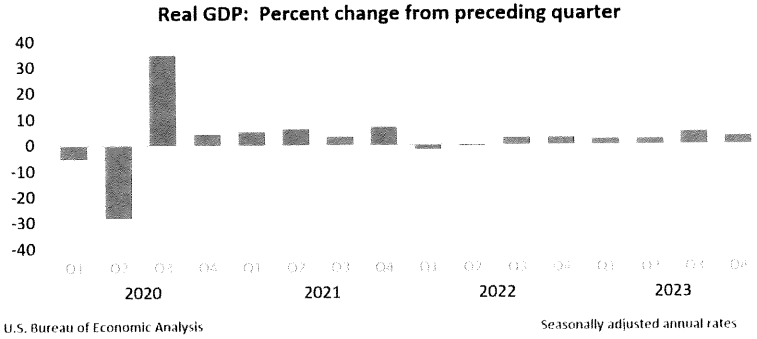


ECONOMIC INDICATORS

U.S. GROSS DOMESTIC PRODUCT (GDP) GROWS, STILL BEHIND PRE-PANDEMIC TRENDS

Economy continues to defy fears of recession, with sustained growth following slowdown in 2022.

- 3.3% growth in Q4 2023, down from 4.9% growth in Q3 2023



STATE BUDGET CONCERNS CONTINUE BEYOND FY 2024-25

The Legislative Analyst Office projects operating deficits over \$20m through FY 2027-28

State Faces Serious Budget Problem in 2024-25, and Significant Operating Deficits in Future Years
(In Billions)

