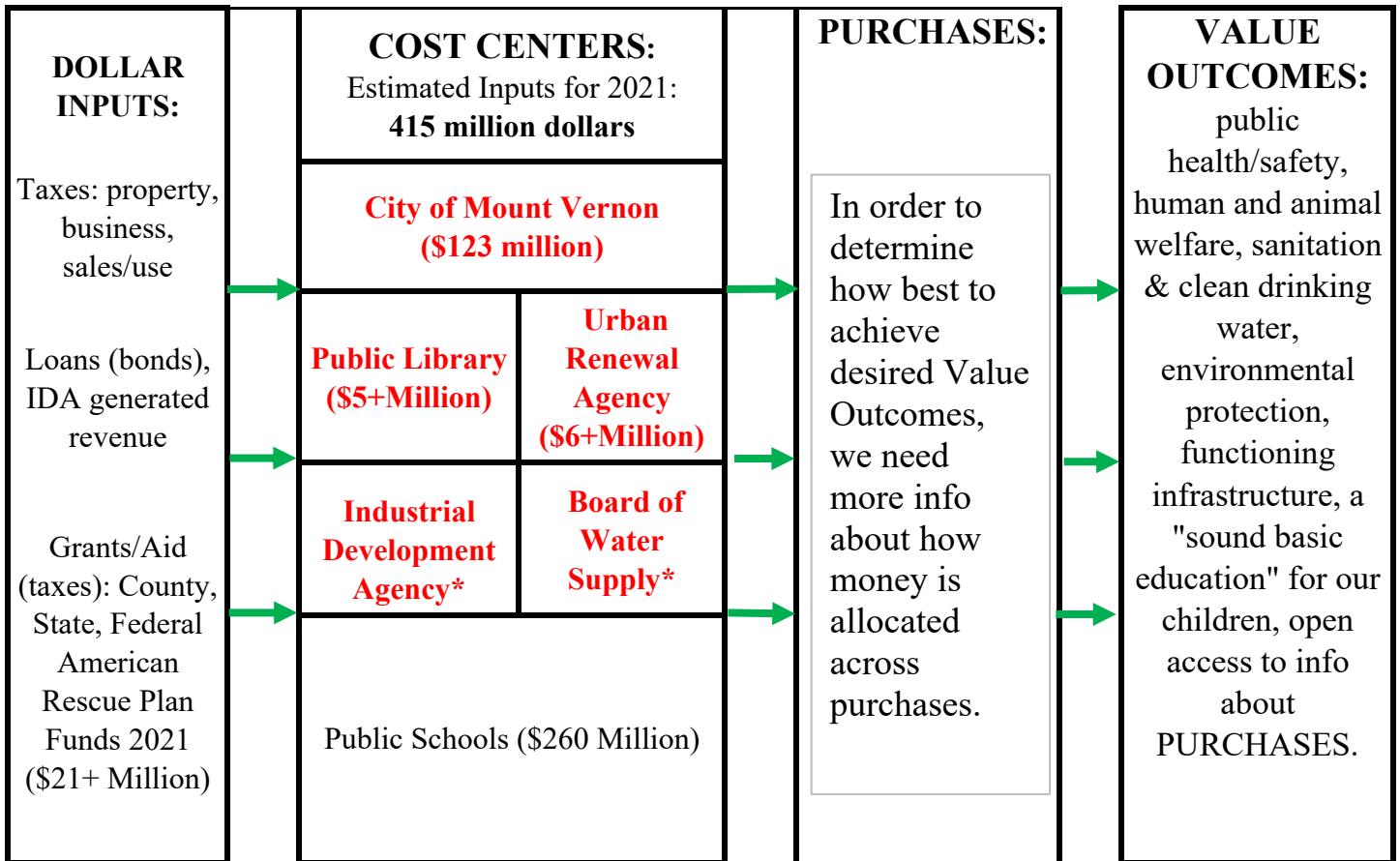


City of Mount Vernon, New York  
Dollar Inputs and Value Outcomes

7/6/2021



**DOLLAR INPUTS:** Mostly taxes (including grants and aid), but we need to sell bonds to tackle big projects.

**COST CENTERS:** Also called "Money Centers", these are the legal entities that make up our government. Cost Centers highlighted in **RED** do not have current audited financial statements and only very limited financial information is available to taxpayers. Without this information, there is no way to be confident that 1) Purchases have been efficient, and 2) reasonable Value Outcomes can be achieved given current DOLLAR INPUTS. 5 out of 6 of our government Cost Centers do not have audited financial statements.

**PURCHASES:** Made by government Cost Centers on behalf of residents in order to achieve Value Outcomes  
1) Labor- the time & skill of people (employees; legal, fiscal, land use, and educational consultants; labor contracted through social services agencies, etc.) 2) Benefits (e.g., employee health, pension, insurance), and 3) Equipment, materials & supplies.

**VALUE OUTCOMES:** Given a) a common understanding of what our government is supposed to do, b) Dollar Inputs, and c) Purchases, Value Outcomes are the individual and collective quality of life expectations of city residents, businesses and visitors.

\*In theory, Industrial Development Agencies should be economic drivers for the communities in which they exist. Whether that will be the case for the Mount Vernon IDA in the future is an open question.

\*\*The Board of Water Supply should be revenue neutral. However, like so many of our Cost Centers, it has been mired by controversy and unknown financial practices. There are signs that this is changing, but until we have an independently Audited Financial Statement, we can't be sure.