



Fiscal Endurance Crisis Simulation



- Create situation similar to the 2008 financial crisis
- Department heads work together
- Creativity and expertise will solve the problem
- Monitor their use of PBB tool
- Create a culture of understanding between departments
- Develop plan for future recession!

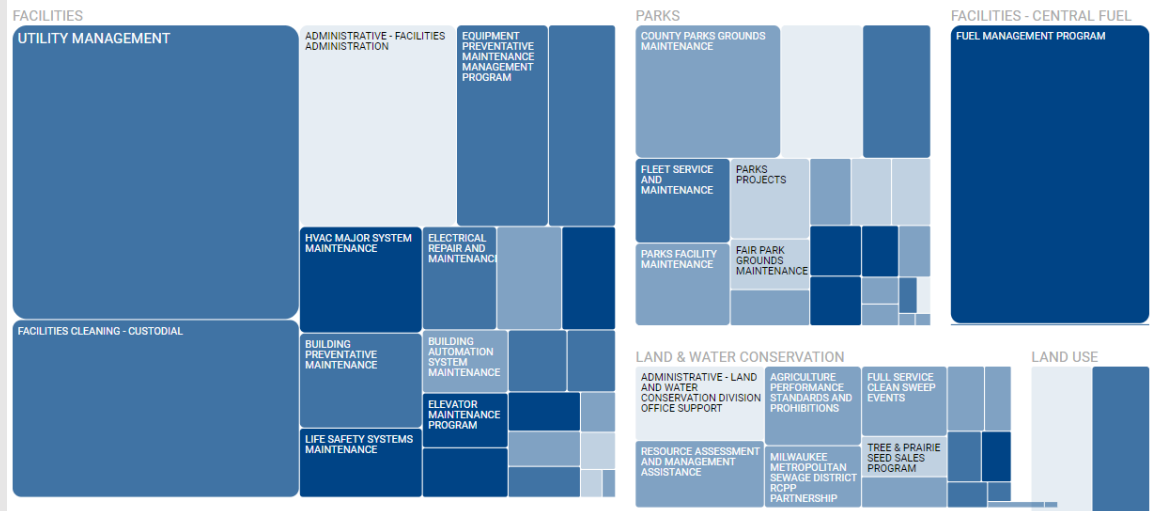




1) Develop a framework of understanding

- Sent three introductory emails
- Familiarize with the PBB Tool
- Explained the WHY
- Set expectations and gave “assignments”

OVERALL > PLANNING AND PARKS



June 6th, 2019

2) The Fiscal Endurance exercise



- Strategic seating
- Survey
- Fiscal Endurance Presentation
- Asked impacts to their job in 2008-2009 recession



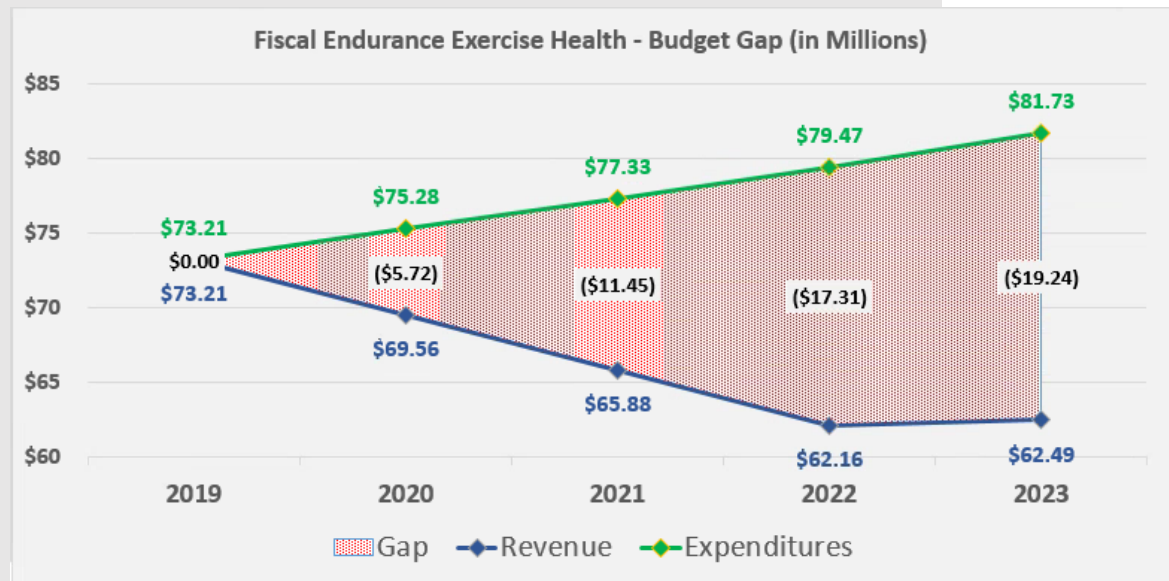
The #fiscalendurance challenge



Recession Scenario:

Planned revenue increases of \$1 million go away
PLUS:

- Sales tax decreases \$1.3 million
 - Property tax cut of \$1 million
 - Grant revenues decrease \$0.5 million
 - Fees/public charges decline \$0.7 million
- A recession hits Wisconsin that increases Washington County's gap from \$1 million to \$5.7 million
 - Demand for increased services
 - Demand for decreased taxes
 - Can assume full recovery will take 5 years

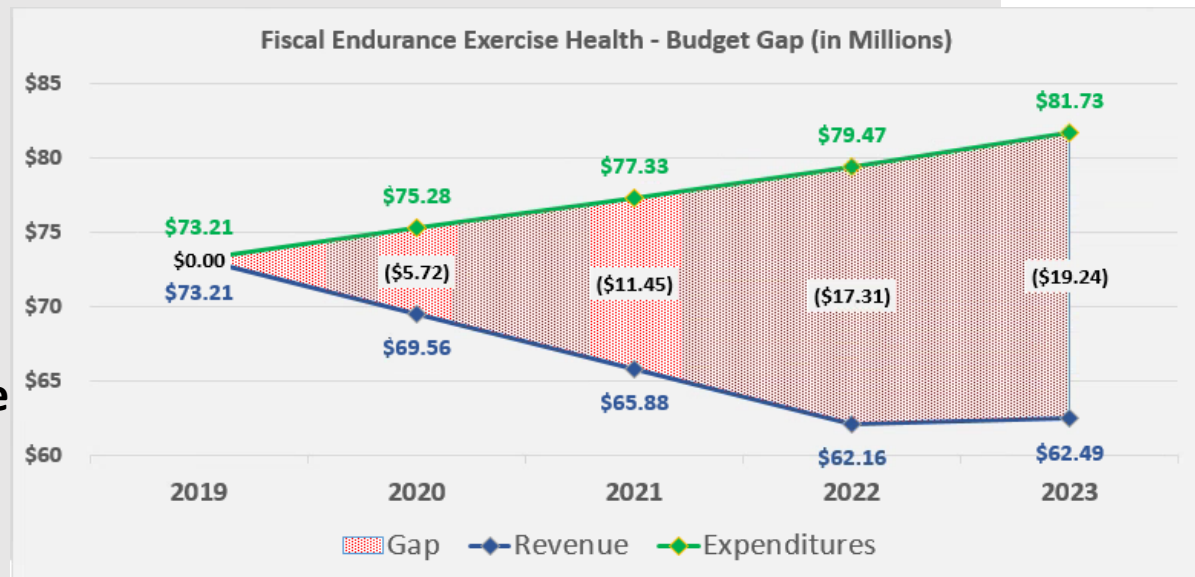


Fiscal Endurance Exercise



GOALS

- Prepare for reality.
- Keep service delive
- Avoid layoffs



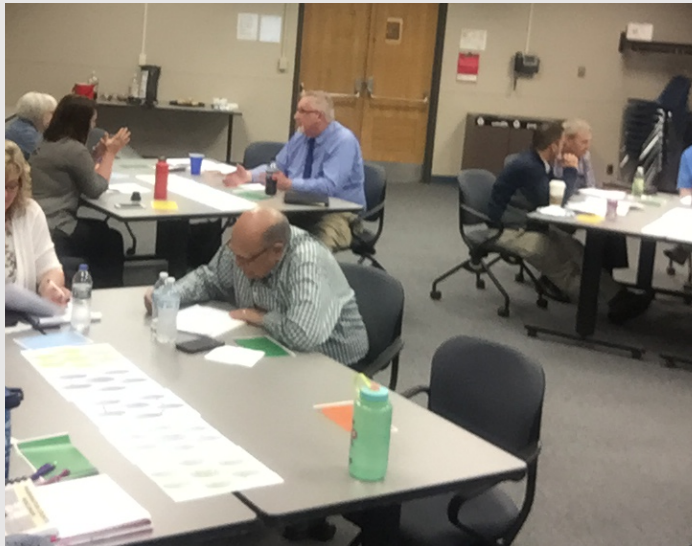
The Fiscal Endurance Training



- Introduced questions one at a time
- 15 minutes each, were instructed to reflect on their own for the first few minutes and then encouraged to work together
- We wanted to see them share ideas (and services) between departments



Fiscal Endurance Training questions



- Questions were directly from Resource Alignment Tool
- Had a list of programs that corresponded to each question in packets



fiscal Endurance

- Developed packets specific to each department
- Used Resources Alignment tool



Fiscal Endurance Exercise

Question 1: Are we over-providing State and Federal mandated services?

Quartile	Program Name	2019 Expense	Description
IT			
3	State and Federal Data Needs	\$ 8,320.00	Supply data required by the state (e.g. statewide voter registration system). Some like the parcel map are mandates. Also serve as the county liaison for multiple census programs.
3	Surface Water and Shoreland Zoning to maintain county code - Chapter 23	\$ 5,659.00	Maintenance of shoreland/floodplain/wetland zoning data including surface water and wetlands
3	Election Mapping	\$ 8,090.00	Maintenance of ward, supervisory and other election districts. Preparation of election maps. Technical lead in redistricting.
3	Planning Data Mapping	\$ 1,913.00	Maintain or compile a variety of data related to land use planning activities.

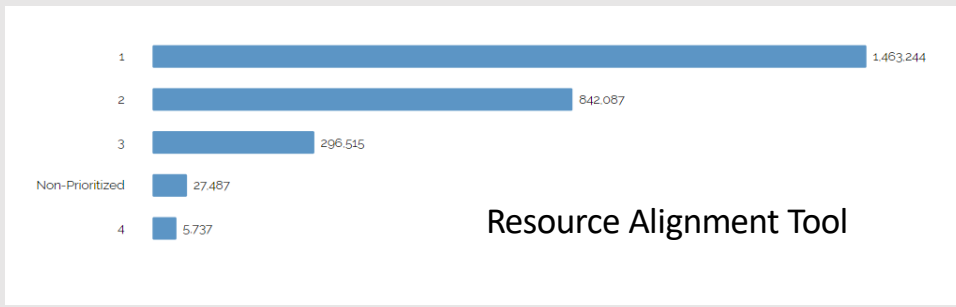
Notes:

Question 2: Should we reexamine what we think is a mandate within the County?

Quartile	Program Name	2019 Expense	Description
IT			
3	System Integration	\$ 7,973.60	Create interfaces between disparate computer systems. Interfaces connecting two different county systems, or connecting a county computer system with an outside or 3rd party system.

Notes:

The Fiscal Endurance Training



Filters for Priorities, Policy Questions, and Basic Program Attributes.

Priority's Result Set

All Available

Overall Alignment with Priorities

Most More Less Least

Individual Priority Focus

All Available

Individual Priority Contribution

Most More Less Least No Contribution

Basic Program Attribute #1

MANDATED to PROVIDE PROGRAM

Score	Definition
4	State or Federal Mandate
3	Charter
2	Self Mandate or Ordinance
1	Best Practice
0	No Mandate

Basic Program Attribute #2

RELIANCE on CITY to PROVIDE PROGRAM

Score	Definition
4	City is sole provider
3	Provider, with contractors available
2	Other agencies
1	Other providers outside city limits
0	Multiple other private providers

Policy Questions

- Overproviding to mandated services - High Mandate(4), Low Relevance(Q3/Q4)
- Reexamine what we think is a mandate - Self Mandate(2), Low Relevance(Q3/Q4)
- Public/Public Partnership opportunity - Reliance(3), High Relevance(Q1/Q2)
- Public/Private Partnership opportunity - Reliance(1-2), Low Relevance(Q3/Q4)
- Review impact of the program - Mandate(0-1), Reliance(0-1), Low Relevance(Q3/Q4)

Policy Question number 1

Are we over-providing State and Federal mandated services?

15 Minute Exercise



- Programs mandated by State and Federal Agencies are weighted highly in the Basic Program Attributes scoring
- Quartile 3 and 4 programs minimally align with County Mission, Vision, and Values.
- What Q3 or Q4 programs do you have that are mandated by State or Federal regulations?
- Which of those have a high amount of resources (time, money, staff) dedicated to them?
- Is it possible to reduce that program's scope or costs?
- Is it possible to partner with other departments, counties or agencies to deliver such programs at a reduced cost?
- How?



Policy Question number 2

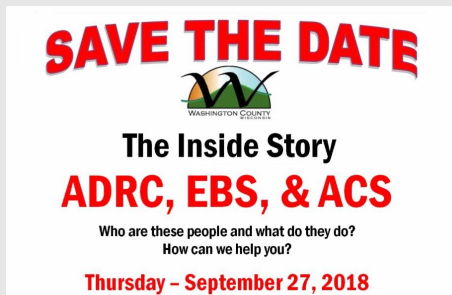


Should we reexamine what we think is a mandate within the County?

15 Minute Exercise

First 5 minutes, write down answers for your department only

Last ten minutes, discuss and see if your table members have any insight!



- Programs mandated internally are also weighted highly in the Basic Program Attributes scoring
- Quartile 3 and 4 programs minimally align with County Mission, Vision, and Values.
- What Q3 or Q4 programs do you have that are mandated internally?
- Are there mandated programs that are no longer relevant but are using resources (time, staff, money)?
- Is it possible to reduce that program's scope or costs?
- How?

Policy Question number 3

What programs are highly valued by community, but have opportunity for partnerships?



- Public/Private Partnerships happen when Washington County Partners with another private company, organization, or nonprofit in order to expand or increase services or reduce costs
- Quartile 1 and Quartile 2 programs align highly with our Mission, Vision, and Values
- What are some examples of Q1 and Q2 programs we provide that are also provided by other organizations, whether public or private, in the community?
- Is there potential to partner with these organizations to provide better service to our community?
- Taking on other's services to provide a robust program or allowing another organization to take on our services.



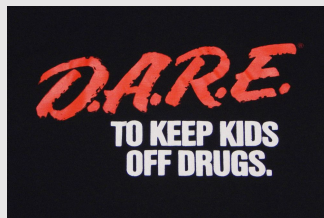
Policy Question number 4

What programs are less relevant to community success, and may be in competition with services already available through private industry or other County services?

15 Minute Exercise

First 5 minutes, write down answers for your department only

Last ten minutes, discuss and see if your table members have any insight!



- Public/Private Partnerships happen when Washington County Partners with another private company, organization, or nonprofit in order to expand or increase services or reduce costs
- Quartile 3 and 4 programs minimally align with County Mission, Vision, and Values.
- What are some examples of programs you provide that are also provided by other organizations, whether public or private, in the community?
- Is there a possibility to partner with other organizations regarding these programs?
- Is there a possibility to discontinue any of these programs by having another organization take over?

