

**Intercounty Coordinating Committee (ICC)**  
**June 15, 2009**  
**UW-Extension, Jefferson County Office**  
**Jefferson, Wisconsin**

**1. Introductory Business**

Call to Order – Chair Russ Kottke called the meeting to order at 9:30 a.m.

**Attendance**

See attached sheet

**2. Certification of Open Meeting Notice**

The Secretary confirmed that the requirements of the Wisconsin Open Meetings Law were met.

**3. Adoption of Agenda**

Motion by Green Lake County, second by Jefferson County to approve the agenda. Approved.

**4. Approval of Previous Meeting Minutes**

Motion by Columbia County, second by Green Lake County to approve the minutes of the May 18, 2009 meeting of the Intercounty Coordinating Committee. Approved.

**5. Dues**

Motion by Green Lake County, second by Jefferson that dues for 2010 will be \$100 to be paid in 2009. Approved.

**6. Visiting Officials – None.**

**7. WCA Report:**

Sarah Diedrick-Kasdorf/David Callender

- Assembly approved budget 50-48 on June 13, 2009
- Many minor changes
- Question: Oil Company Assessment (No longer called the Oil Profits Tax); 2% on gross receipts.
- Six major issues
  - ◆ Nursing Homes – Some good news; new rate increases of 2%; Finance Committee returned some payment of new revenue to counties (\$10-15 m in CPE payments to County nursing homes); all nursing homes/counties did a good job of explaining issues to the State legislators.
  - ◆ Community Aids – Governor’s budget had called for a cut (about \$20 m less to counties); some of this has been brought back; looks like counties should plan for a 3.2% cut in these aids; WCA to keep on this for clarification.
  - ◆ Mental Health – Governor’s budget shifts about \$14 m from the State to counties. This has stayed in the budget. Other details were shared on this complicated funding area. Came up with “mental health parity” which might free up some revenue at the local level.
  - ◆ Income Maintenance Funding - \$4.6 m coming in to State from stimulus funding. Should restore I.M. funding at the local level/county level. 2010 funding should be close to 2008 funding for counties. However, case loads are growing so this is still an issue for counties.
  - ◆ Youth Aids – Fully restored including 1% and 5% cuts (with federal stimulus funding).
  - ◆ JCI Rate Increases – from \$268 - \$270 per day
  - ◆ E911 – Successful in Joint Finance to get a \$.75/month fee to be used for county emergency operations. Will generate \$102 m for counties. This was then “stolen” for a police fee/surcharge. A proposal to get this back to counties for 2011 will likely be proposed in the Senate budget deliberations.

- Bad news:
  - State dealing with over \$6 billion deficit
  - 3.5% cut in Shared Revenue
  - Budget says: cannot reduce the level of emergency service funding (WCA to get clarification)
- Other:
  - Allowable Tax Levy Adjustment: Some flexibility introduced for counties.
  - Liability Provisions: Some language has been changed, but could be further negotiated. (Joint and Several Liability).
  - Insurance Provision: Language now allows “stacking” which could make county fleets more liable. (Trial lawyers have lobbied for this provision.)

Q. What is Plan B for the WCA? Mandate relief?

A. WCA to look and see which legislators might help with county issues. Also:

- Regionalizing human services to save money; doing things differently.
- Need to be careful with mandates. Maybe the State should do some things mandated by the State (if they keep levy limits)
- Counties need a “Come to Jesus” moment with the State
- How can we do things differently?
- Regionalizing “Family Care” may be an interesting approach to reflect on and assess to see if there are long-term savings
- Look at ways to do things differently.

## 8. PROGRAM:

**Presentation by Kate Lawton, UW-Extension Local Government Center on “Mandates and Essential Services”. Intended to be a conversation. (PowerPoint is included.)**

Mandates Examples: “Thou Shalt Do” (By a higher authority)

(Requirements, Standards, Liability, Demand-Driving Laws, Political Expectations – Each part of the state has a different culture and different local demands)

Expectations of Public (Examples):

- Parks
- Libraries
- Natural Resources

Defining mandate is very challenging

- Prevention (cost avoidance) vs. Service for higher end cost; common sense

Limits: State limits revenue generating potential of local governments

Mandates: Step back and look at bigger issues like prevention

Why mandates?

- May be for cost purposes
- State may be making us do just what they want us to do , which will squeeze what counties and their public want.

Mandates take away our flexibility

Wisconsin Way: Has found that Wisconsin people are willing to pay higher taxes if they find value for the service. (We are more willing to pay these taxes than surrounding states.)

Mandates: Survey the landscape

Essential Services:

Criteria?

- State mandate only?
- Basics for existence
- Necessary for all county functions
- Politically popular (Jail? Libraries?)

Essential to Who and for What?

County government is very pivotal because it intersects with federal, state and local government.

Budget Squeeze

- Flat or decreasing revenue
- Used up services
- Cost increases, etc.

Counties are overwhelmed.

What is a budget?

- Financial Plan for the Year
- Program Plan
- Local Law

Using the budget to plan

- Becomes reactive and limiting
- Budget is an implementation tool

Why use budgeting?

- Numbers are easy.
- Great decision-making tool without fully understanding consequences
- We're familiar with the business focus.
- In government demand for services may go up when revenues go down.

What do counties do?

- What are the functions of county government? To serve all ages from birth to death.
- What are the purposes of each function?
- What are the needs of different communities?

Relationships

- Are there partners that help meet these purposes? Who are they and are there opportunities for changing these relationships (i.e. nonprofits, volunteers)?

Coming back to mandates and budget

- Numbers and mandates may not change, but this provides a context for:
  - Evaluating mandates
  - Looking at attitudes
  - Identifying strategic leverage points/partners
  - Refining purposes and relationships to better meet people's needs
- Need to look beyond numbers as a living system

Q. How did we deal with needs during the great depression?

A. Not sure the conditions are comparable (with now having a global economy) – but did have national job services.

Q. What happens if we don't pay attention to mandates?

A. Counties may have more opportunity for innovation. Responses and answers seem to “come up” from the local level. Problem: State has a “one-size fits all” mentality.

#### Other Comments by ICC Participants

- Change is hard and painful.
- Numbers are objective.
- Some departments in county like to “hang their hats” on having mandates
- Even the level of providing safety is discretionary
- Could turn zoning over to towns
- General relief medical has been looked at and has been done differently, but it takes time to make these changes.
- Eliminating county Home Health Care was a long process.

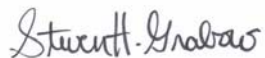
#### **9. Other County Issues:**

- Prevailing Wage Rate: Finance moved this up to \$25,000 and added exemptions
- IRS Cell Phone Chargeback:
  - Q. This could be a problem of calculation for administrator of cell phones. Is WCA/NACo going to be addressing this?
  - A. WCA will contact NACo about this and see what they are going to do.

#### **10. Adjournment**

Motion to adjourn by at 11:35 a.m.

Respectfully submitted,



Steve Grabow  
Community Development Educator  
UW-Extension, Jefferson County Office

ICC Meeting  
 June 15, 2009  
 UW Ext., Jefferson County

Attendance

<u>Name</u>	<u>Representing</u>
Alan Neess	Jefferson Ctg
Bob Westby	Col. Co. ✓
Julia H. Lambing	Col. Co.
Paul Callender	WCA
Quintedrick Spindley	WCA
GARY PERK	JEFFERSON COUNTY ADAM
Sharon Schmeling	Jeff. Co.
Jeff Hoffmann	DODGE CO. UWEX
Marty Hurlnic	Marquette Co UWEX
Don Prust	Green Lake County
ORRIN Helmer	GREEN LAKE CO.
Jason Kauffeld	Green Lake Co. UWEX
Tate Spurgeon	UWEX Local Gov't Center
Russell Kallhe	Dodge Co. Board Chair
Steve Grabow	UW Extension

# MANDATES AND ESSENTIAL SERVICES: MOVING TOWARDS PURPOSE BASED RESPONSIVENESS

Intercounty Coordinating Council  
 June 15, 2009  
 Kate Lawton

## Mandates

What is a Mandate?

- Requirement
- Standard
- Liability
- Demand Driving Laws
- Political Expectation
- Limitations

Sauk County Strategic Plan

Lays out in detail many state requirements

What do you do with this?



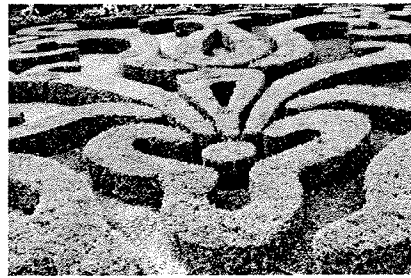
Sauk County Mandates

PROGRAM or SERVICE	Is this Program or Service Mandated?	Statutory Reference
Administration	Yes	19.15
Finance	Yes	19.16
Information Systems	Yes	19.17 & 19.18
Intergovernmental Relations	Yes	19.19
Legal Services	Yes	19.20
Public Safety	Yes	19.21
Public Works	Yes	19.22
Transportation	Yes	19.23
Utilities	Yes	19.24
Waste Management	Yes	19.25
Other	Yes	19.26

*Note: The information in this table is based on the Wisconsin Department of Transportation's list of mandatory services for local governments. The table is not intended to be a comprehensive list of all services provided by local governments. The table is also not intended to be a list of all services provided by local governments.*

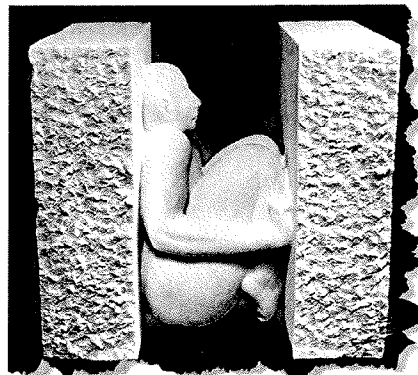
## Mandates

- ▣ Sometimes very detailed level
- ▣ Sometimes bigger outlines
- ▣ What are the reasons for starting here?



## Mandates

- ▣ Why mandates?
  - Cut budget so can afford
  - Look at how to do things more cost effectively
  - Determine what the state sees as essential



County Budgets?

## Mandates

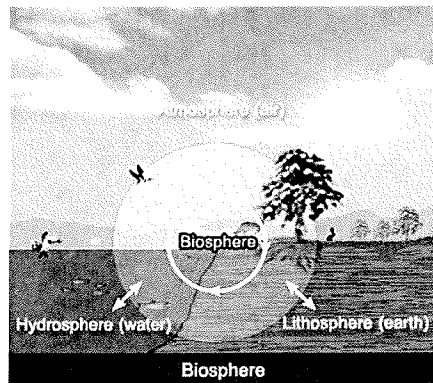
- Surveying the landscape to see:
  - Rules and restrictions
  - Opportunities
  - What's in place
  - What do we have to work with
  - What needs a boost
  - What needs to be switched



## Essential Services

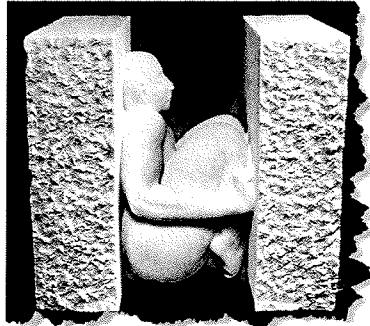
- Criteria?
  - State decides by mandate
  - Until the money runs out
  - Basic for existence
  - Necessary for all other functions
  - Politically popular

Essential to who? For what?





## Budget Squeeze

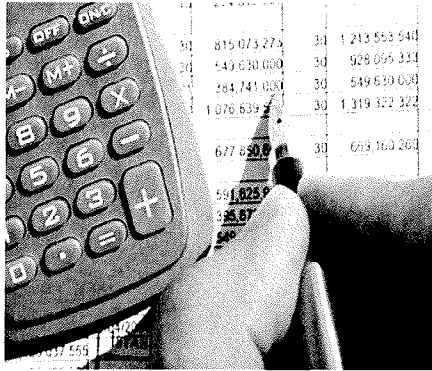


- ▣ Flattening or decreasing revenues
- ▣ Used up reserves
- ▣ Cost increases (energy, healthcare)
- ▣ Increased demand for services
- ▣ Greater needs within the communities

## Overwhelm!



## What is a budget?



- ▣ Financial Plan
- ▣ Program Plan
- ▣ Local Law

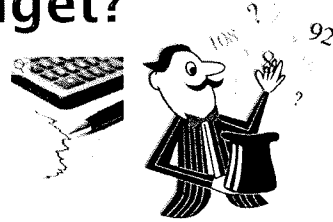
## Using the Budget to Plan . . .

- ▣ Best guess for coming year, based on current conditions
- ▣ Becomes reactive, backing into where you want to be?
- ▣ Budget is an implementation tool



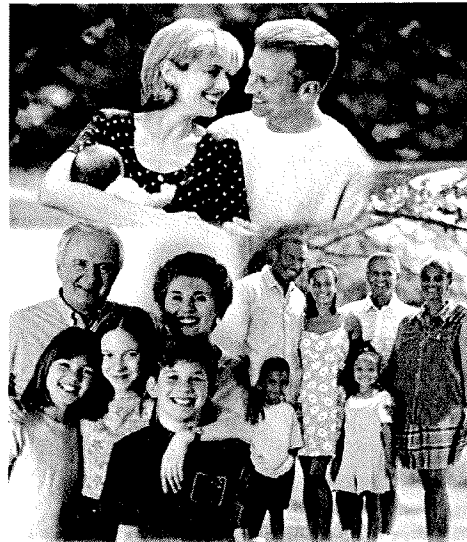
## Why Use Budget?

- ▣ Numbers are easy and simple; even mystifying
- ▣ Great decision-making tool without fully understanding consequences
- ▣ Business focus
- ▣ People, relationships, communities, needs are complex and messy
- ▣ In lieu of planning



## What Do Counties Do?

- ▣ What are the functions of county government?
- ▣ What are the purposes of each of these functions?
- ▣ What are the needs of different communities that these purposes serve?



## Relationships



- ▣ Are there other partners that help meet these purposes?
- ▣ Who benefits? Secondary benefits?
- ▣ What are the costs?
- ▣ How do these purposeful functions and relationships help reach county's vision?

## Coming back to mandates and budget . . .

- ▣ Numbers and mandates may not change . . .but this provides a context for:

- Evaluating mandates
- Exploring alternatives
- Identifying strategic leverage points/partners
- Refining purposes and relationships
- Connecting past, present, and future

