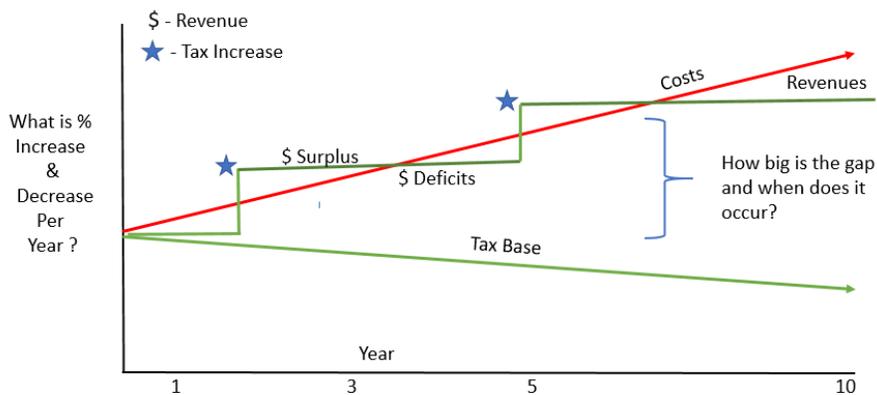


County Financial Decision Support Model (CFDSM)

Purpose:

1. The purpose of the model is to provide insight on the financial health of the community that will allow for timely and effective decisions as measured by the *Community Vitality Indicators (CVIs)*. The model will also provide feedback on the effectiveness of economic development strategies.



1. Key Questions for the Study.

- Data Availability:
 - What data is available?
 - What data is needed?
 - How is the data organized? Is it organized in a way that allows for comparison among counties?
 - Is data organized in a way so that trends can be immediately generated?
 - Is the data organized in a format that would easily and quickly support analysis and prediction?
- Development Strategies – Impact on Community Vitality Indicators (CVIs).
 - What development strategies would have the most impact on the CVIs? How would this be calculated?
- Software:
 - What software would best support analysis and prediction?

- What software is available that would allow for modeling and simulation on the effects of the various best case and worse case scenarios?
- What are some software solutions that are immediately available? For instance, basic excel spreadsheets are useful and can be easily maintained.
- Recommendations and Suggestions
 - How can the State improve its data management policies and practices in support of more effective and timely decision-making at the county level?
 - Any recommendations, comments, suggestions? These would include recommendations that may require legislation at the state level and or increases in data management related budgets.

2. Information Needs.

- a. What is the trend in total revenues?
 - i. What are the trends in tax revenue by category?
- b. What are the trends in total costs?
 - i. What are the trends on total cost by category?
- c. What is the percent increase or decrease in revenues and costs over time?
- d. What is the percent increase or decrease in the tax base (property and income tax) over time?
- e. What is the gap between the tax base (property and income tax) and costs over time?
- f. How, what type and when are taxes increased?
 - i. What has been the history of tax increases?
- g. What is the distribution and trend of assessed value by type? (commercial, residential, tourist homes, rentals).
- h. What is the trend of population changes by income distribution?

3. Future Analysis.

- a. Assess, model and predict the effect of change initiatives to reduce costs and increase the tax base. (tax base defined by the CVI indicators for assessed value and population).
- b. Assess the impact of tax policy on financial health:

- i. Is there a correlation between higher income taxes and reduced population by income class? (Need population distribution by income and how this has or may change over time.)
 - ii. Is there a correlation between lower property tax and assessed values? (Need distribution by property value and how this has or may change over time).
 - iii. Any lessons learned from other counties regarding tax policy?
- c. Determine the best timing for tax increases to prepare the population for the change. Those with modest to fixed incomes are the most hard pressed for absorbing the additional tax.

4. What-if Analysis.

- a. What if population continues to decline? What if it doesn't?
- b. What if assessed value does not keep pace with inflation? What if it does?
- c. What if affordable housing development strategies *do not* increase the number of students in the schools? What if they do?

5. Training

- a. What education and training opportunities are available to support analysis, modeling, decision-making, and networking?

POLICIES AND IMPROVEMENT STRATEGIES

- What tax policies have the optimum effect on the CVIs? Is a high county income tax rate and low property tax rate the right mix? How do you know? How do you assess effectiveness?
- What types of businesses and residential development could we attract and support that would have the highest impact on the CVIs, and that would be welcomed by the community?
- **Constraints:** Areas targeted for development would need to have all required infrastructure: water, sewer, power, fire protection, cell phone service, broadband, relatively proximity to schools.

SOFTWARE SURVEY?

- IBM COGNOS/POWERPLAY – Used at the Federal level. <https://www.fedscope.opm.gov/>
- Process Modeling and Simulation:
 - ExtendSIM Overview: https://www.extendsim.com/prods_overview.html

- Process model: <https://www.processmodel.com/>
- Predictive Analytics – SAS https://www.sas.com/en_us/software/analytics.html
- Other?

SOME RELEVANT REFERENCES

- See Links to current economic development related research and studies at: <http://www.choosebrowncounty.com/work/rdc-document-resources/>
- Helmsburg Revitalization: Articles – Brown County Democrat
 - Residents of Helmsburg settled and stayed for various reasons; meeting ongoing to discuss village’s future. <http://www.choosebrowncounty.com/helmsburg-revitalization-in-the-news/>
- Background – PDSA - Commonly accepted method for guiding improvement related projects, aka – Adult level science (fact based) fair project. The History and Evolution of the PDSA Cycle. <https://blog.deming.org/2015/05/the-history-and-evolution-of-the-pdsa-cycle/>

CULTURE -- COMMUNITIES OF EXCELLENCE (COE) BETTER PRACTICES

Culture, often defined by “how we do things around here,” influences success. *Brown County, deservedly or not, has a reputation for being resistant to development.* What effects would the knowledge and utilization of the CFDSM have on the current leadership and management practices by government and non-government organizations throughout the county?

The Baldrige framework for performance excellence has been a proven model for over 25 years in providing a management system and a common language for leading the type of change that results in a “more perfect” organization and community. The criteria exist for business, non-profits (government), education, health care and the newest category is Community.

The framework in support of the community and economic development include Community Leadership; Strategy; Residents and other Customers; **Measurement, Analysis, and Knowledge Management**; People and Organizational Resources; Community Operations and Results.

- [How the Baldrige Framework Is Helping Rural U.S. Communities:](#)
- [Community of Excellence \(CoE\) Framework](#)
- [8 Step Model for Leading Change](#)