

A RESOLUTION ADOPTING PRIORITIES TO GUIDE WASHTENAW COUNTY'S
INVESTMENT IN THE COMMUNITY AND ESTABLISHING THE FRAMEWORK FOR
DEVELOPING A BUDGET THAT REFLECTS THESE PRIORITIES

WASHTENAW COUNTY BOARD OF COMMISSIONERS

July 24, 2013

WHEREAS, the Washtenaw County Board of Commissioners ("Board") is scheduled to consider a four-year budget, covering fiscal years 2014-2017, in October 2013; and

WHEREAS, this budget represents investment through a *Community Impact Investment* policy that defines, through intentional resource allocation, the way Washtenaw County government will serve our community, both directly through County Departments and indirectly through external partners; and

WHEREAS, the Board asserts that this investment policy should be guided by a set of articulated priorities, and evaluated, at least annually, on measurable results; and

WHEREAS, in the process of developing this investment policy, the Board engaged in a series of facilitated conversations on March 7, May 16, and July 11, 2013, designed to generate consensus on the Board's priorities; and

WHEREAS, those conversations resulted in the development of four broadly-stated priorities; and

WHEREAS, to bridge the gap between this set of philosophical priorities and the concrete, practical actions involved in service delivery, the Board recognizes the need to articulate a core set of up to five "community outcomes" within each priority area, which will describe the desired outcomes and investments that the Board wishes to realize; and

WHEREAS, these community outcomes should provide the compass by which County services, strategies, and investments are driven; and

WHEREAS, in order to ensure that services and investments are contributing to the advancement of the community outcomes, progress must be measured in a meaningful way; and

WHEREAS, the *Community Impact Investment* process of explicitly aligning organizational resources with Board priorities represents a significant paradigm shift for the organization; and

WHEREAS, the Board recognizes that actualizing this paradigm shift will require capacity-building within the organization; and

WHEREAS, the Board therefore expects that this paradigm shift will be realized in steady and deliberate increments throughout the duration of this, and subsequent, cycles, and does not suggest that such a monumental change be enacted all at once.

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby adopts four ordered priorities to guide the development of the upcoming budget, which are as follows: (1) ensure community safety net through health and human services; (2) increase economic opportunity and workforce development; (3) ensure mobility and civic infrastructure for Washtenaw County residents; and (4) reduce environmental impact.

BE IT FURTHER RESOLVED that the Washtenaw County Board of Commissioners directs the Administrator to lead a structured and transparent process by which the Board, representatives from throughout the organization, and community partners engage collaboratively to develop a balanced budget proposal that (1) aligns the organization's programs and services with the Board's four priorities, and (2) includes a summary set of "community outcomes" that declares benchmarks related to the Board's priority areas.

BE IT FURTHER RESOLVED that as part of the adoption of the fiscal year 2015 budget, the Washtenaw County Board of Commissioners directs the Administrator to articulate broadly-stated strategies that support the community outcomes, and to state the way in which County services align with these strategies, and to define the metrics by which the success of these strategies can be evaluated.

BE IT FURTHER RESOLVED that in its totality, the framework of priorities, community outcomes, strategies, services, and measures will be referred to as Community Impact Investing.

BE IT FURTHER RESOLVED that Community Impact Investing will be the framework by which Washtenaw County government funding will be allocated, in relation both to mandated and discretionary services, regardless of whether delivered directly through departmental staff or indirectly through community partners receiving County funding.

BE IT FURTHER RESOLVED that the Washtenaw County Board of Commissioners acknowledges that faithful adherence to Community Impact Investing requires rigor and discipline, and will undoubtedly result in challenging decisions regarding resource allocation and reallocation over the course of the entire budget cycle.

BE IT FURTHER RESOLVED that to aid in maintaining this rigor and discipline, the Washtenaw County Board of Commissioners hereby adopts the following decision-making principles in relation to the adoption and annual reauthorization of the County's budget: (1) impacts and outcomes drive investment priorities; (2) services are delivered optimally by the right provider; (3) social and financial returns on investment are articulated and calculated; (4) programs are evidence- and performance-based; (5) mandates that support outcomes and impacts are better funded; (6) the excellence of the County's internal workforce is foundational; and (7) programs and services should be encouraged to achieve the triple bottom line of financial returns on investment, contribution to social equity, and reduction of environmental impact.