2017 WORK PLAN DRAFT – Fiscal and Management Services

1. Plan for and manage transitions in funding and programs.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
1 a.	Family Care Implementation & Planning	Currently Dane County is one of 7 counties that operate the Home and Community Based Waiver programs (commonly referred to as the Legacy Waivers). These programs support frail elders and adults with disabilities. Dane County will be the last county to transition to Family Care in the first quarter of 2018.	▪ A clear picture of the budget impact of the Family Care transition ▪ A plan for ongoing management of programs and budgets after the transition	▪ Work with managers and program staff to determine which programs need to remain intact after Family Care; ▪ Begin modeling what potential budgets could look like given agreed upon assumptions; ▪ Prioritize staff, program and operating needs; ▪ Assess impact on the centralized overhead cost and existing revenue earning percentages; ▪ Evaluate whether there will be funding gaps to support the remaining needs; ▪ Explore alternative funding sources and revenue earning capacities; ▪ Management, fiscal and program staff agree on priorities.	▪ Budget models are developed. ▪ Informed plans are developed to manage the impact of the Family Care transition.	Edjuana Ogden, Bill Hanna, Jean Kuehn & Lynn Green

4. Assess and implement evidence-based service delivery models.

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4 a.	Explore Alternative POS Payment Methods	The majority of the Department's contracts with POS agencies are based on a 1/12th payment. There are some unit rate based contracts - mainly for the purchase of items such as meals or rides. The Baker Tilly Report identified the 1/12th payment as a risk to the Department should an agency go out of business after being advanced a payment.	Begin to transition, as a pilot project, some POS agencies into contracts based on unit rates	▪ Identify potential programs to pilot the transition to a unit rate contract; ▪ Develop an internal workgroup to research methodologies for establishing a contract unit rate; ▪ Develop options to consider; ▪ Develop a plan for implementation.	▪ Pilot programs will have unit rate contracts for CY2018.	Bill Hanna December 2017

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5. Assess and enhance the Department's service outcomes.

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5 a.	Document payroll area job functions	Currently there is significant longevity of staff in the payroll area. There is little or no documentation as to how the payroll area works. There is a lack of job descriptions and written detail of the functions of each position. This makes it difficult for someone to step into a job when there is a vacancy or when essential functions need to be covered.	Written documentation of job descriptions and detailed functions of all positions in the payroll area. Documentation will include detailed instructions of how jobs are completed.	▪ Establish a standard format for gathering the information; ▪ Have staff write up procedures for their various responsibilities; ▪ Review and approve documentation; ▪ Update as necessary.	Written documentation is completed for all payroll positions.	Patty Hillebrand December 2017
5 b.	Document accounting area job functions	The accounting area has experienced staff turnover in recent years. There is little or no documentation as to how the accounting area works. There is a lack of job descriptions and written detail of the functions of each position. This makes it difficult for someone to step into a job when there is a vacancy or when essential functions need to be covered.	Written documentation of job descriptions and detailed functions of all positions in the accounting area. Documentation will include detailed instructions of how jobs are completed.	▪ Hire the Senior Accountant position; this person will assist with the process. ▪ Establish a standard format for gathering the information; ▪ Have staff write up procedures for their various responsibilities; ▪ Review and approve documentation; ▪ Update as necessary.	Written documentation is completed for all accounting positions.	Senior Accountant, Patty Hillebrand December 2017
5 c.	Explore migrating to electronic contract processing	Paper contracts are currently routed internally among program managers, accountants, Corporation Counsel staff, and the Director via the Contract Coordination Assistant before sending them to purchased service providers via US mail.	Explore the possibility of converting to a paperless, electronic process – including electronic signature authorizations	▪ Develop a centralized shared mailbox that can be accessed by multiple staff to check daily for electronic documents; ▪ Review existing routing methodologies to determine how to maintain checks and balances in an electronic environment; ▪ Determine which aspects of the contract processing system can be converted to electronic if not all of it at this time; ▪ Determine the cost to convert to a secured electronic signature environment.	Electronic process explored and decision is made on whether to implement all or partial electronic contract processing.	Edjuana Ogden December 2017

8. Diversify and maximize revenue streams.

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8 a.	Collections of past due accounts	Currently past due accounts are transferred to State Collection, Inc. State Collections, Inc. keeps 25% of the amount collected.	The WI Department of Revenue's State Debt Collection (SDC) program allows local governments to certify and refer debt. DOR does not charge local agencies for collections but rather adds a fee to the debtor	▪ Meet with DOR to understand the program; ▪ Review existing debt collection policies and procedures; ▪ Determine which aspects of the process remain and which must be modified for a new system; ▪ Certify debt and refer to DOR.	Increased revenue from collections and reduced collection fees.	Perry Hayes & Bill Hanna (July 2017)
8 b.	Analyze whether there is the potential to maximize revenue earning	During both the budget and year-end closing fiscal staff review funding levels vs earnings. Staff are constantly exploring new sources of revenue and trying to maximize existing sources of revenue.	Revenue is fully maximized	▪ Identify funds that are under earned; ▪ Explore reasoning for under earning; ▪ Review contracted program requirements; ▪ Determine whether program redesign or minor changes would facilitate additional earnings and fit in with the Department's mission; ▪ Determine whether program expansion is feasible; ▪ Determine whether revenue can be earned in other areas without program redesign.	▪ Increased revenue will be earned. ▪ Alternative areas are identified to earn existing revenues.	Bill Hanna, Division Administrations & Program Managers December 2017

11. Improve IT support for the Department to effectively manage its programs.

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11 a.	Strategic Plan	▪ Project planning group meets regularly to review progress on projects. ▪ Additional needs continue to be added.	▪ Cohesive department IT strategy / plan developed for the upcoming 5 years ▪ Any resource deficiencies identified and proposal presented for addressing deficiencies ▪ Project request and prioritization process in place	▪ Document existing systems and functions; ▪ Determine management priorities for items on project list; ▪ Identify desired future state; ▪ Evaluate potential options for achieving desired changes and develop a plan to accomplish changes; ▪ Identify resource deficiencies and request resources required to execute strategic plan.	▪ Strategic plan is created. ▪ Resource proposal is submitted to complete strategic plan. ▪ New project request process is created.	Kari Clemens, December 2017
11 b.	Electronic Information Security	▪ Each division maintains rules and policies around documents they are responsible for safeguarding. ▪ Users receive training in orientation.	▪ Completed evaluation of electronic security. ▪ Plan for addressing any areas where improvements should be made. ▪ Ongoing training plan established.	▪ Evaluate security around handling and management of electronic documents; ▪ If necessary, establish or refine policies at Department level; ▪ Develop additional educational materials and provide additional staff training where needed.	▪ Completed analysis of electronic information security. ▪ Steps are taken based on results of analysis to improve electronic security.	Kari Clemens, Bill Hanna, December 2017