

**Proposed County Board Program Review Topics for 2016-2017**  
Submitted to the Executive Committee for consideration May 19, 2016

The County Board's program reviews and audits are intended to increase understanding about our service delivery and to advance innovation in Dane County government's policy and practice around issues that are important to the community.

1) **A Review of Best Practices in County Economic Development Programming**  
Proposed by: Sup. Jones

**Background**

Dane County continues to have the fastest growing population of any county in Wisconsin. Dane County government currently supports a number of economic development resources including the Office of Workforce and Economic Development, the CDBG Commission, and the Commission on Economic and Workforce Development.

**Proposal**

To ensure that we are most effectively advancing the county's economic development goals and priorities, including equity and access in economic development, we should contract with a consultant to do a broad inventory of national best practices in county economic development programs and initiatives and, thereafter, to make recommendations for future Dane County economic development programming. A focus should be on counties and other local governments that are having success in creating next generation industries and job opportunities that also advance the county's racial equity, social equity, sustainability, and other priorities.

**The tasks the program review consultant would undertake include:**

- An assessment of current Dane County economic development programming
- An inventory of national best practices in county and local government economic development programming, including case studies
- Recommendations for best practices—within the limits of state statutes—to implement for economic development programming
- Overseeing a pilot test period and assisting with modifications as needed [This piece could be an optional separate or additional RFP element, or could be contracted for after a pilot period.]

2) **A Review of Contracting Practices and Processes Using Racial Equity Analysis Of County Government as a Guide**  
Proposed by: Sup. Stubbs

**Background**

Economic prosperity is not shared across all communities in Dane County, as indicated by the disproportionality in household income and the unemployment rate. Because the larger economy is more difficult for the county to affect, the most critical first opportunity is for the county to focus on those areas where it has direct control: who it employees and how it spends its money. Dane County's contracting and procurement investments should reflect the diversity of Dane County's demographics.

## **Proposal**

To ensure that we are most effectively advancing equitable contracting and procurement in Dane County government, we should contract with a consultant to assess our current contracting and procurement policies, conduct a broad scan of national best practices, and make recommendations to increase equity in our contracting and procurement policies and practices.

### **The tasks the program review consultant would undertake include:**

- Assess barriers to racial equity in contracting and procurement processes and policies in Dane County (could include looking at policies and practices such as bonding requirements, de-bundling of contracts, and prompt payment for subcontractors).
- Make recommendations to county leadership for contracting and procurement policies and procedures that will eliminate racial equity barriers.
- Assess and make recommendations to county leadership on how to expand the existing local hire program to ensure that county residents are benefitting from the full diversity of Dane County residents.
- Collect and analyze contracting and procurement data to be able to identify gaps in contracting and procurement.

### **3) Complex Cases program review**

Proposed by: Sup. Wegleitner

#### **Scope**

County response to “complex cases” defined as individuals that utilize high or extremely high levels of resources from county agencies and local non-county agencies and organizations due to a complex set of interacting issues. These issues can include housing instability or homelessness, both acute and chronic medical conditions, mental and emotional conditions, vulnerability because of age and/or disability, disruptive social behavior, history of trauma, brain injuries or other circumstances that affect cognitive and emotional functioning, history of contact with police, alcohol and/or drug abuse and/or addiction, lack of social supports with resources to assist them, pending legal matters or history of legal problems, insufficient income.

Dane County agencies that may be involved in complex cases include, but are not limited to, Human Services, Public Health, Public Safety, including Dane County funded non-profits that subcontract to provide Human Service-related services.

Non-Dane County agencies that interact with Dane County agencies on complex cases include – local Hospitals, local fire and rescue, local law enforcement, UW Madison including PD, Access Community Health Center, religious institutions, non-profits providing various services not directly funded by Dane County

#### **Questions to answer:**

- Does the County currently have, or does it need to develop a working definition of a complex case?
- Does the County have data that could be used to identify complex cases in real time?
- Does the County have an adequate intervention plan in place for complex cases in order to mitigate negative outcomes for individuals and effectively manage the budgetary impact of individuals that utilize high levels of resources?
- Does the County have a specific plan in place, and any/all necessary agreements with non-county agencies, for how to partner with non-county agencies in complex cases?

- Does the County need legislation that would allow actions and interventions that fall outside of standard policy, procedures and rules for complex cases in order to mitigate negative outcomes for individuals and to reduce the budgetary impact?
- Should the County use budget resources and relationships with partner agencies in a more effective way to intervene in complex cases when they emerge, in order to lessen human and budget impact over the long term.

**4) Cost Benefit Analysis of the Dane County parking ramp**

Proposed by: Sup. Schmidt

**The analysis would include the following:**

- An assessment of the costs to maintain the ramp
- A review of the income generated from the ramp
- A review of the tenants and associated leases in existence now
- An assessment of the land value of the building
- An assessment of an alternate parking ramp located on other easily accessible Dane County property, including the Alliant Energy Center
- An assessment of alternatives including the sustainability of a multi-functional ramp linked with a park-and-ride facility with a downtown transit link.
- Other factors as deemed appropriate.

**5) Program Audit Request – Aging & Disability Resource Center of Dane County**

Proposed by: Sup. Rusk

With Family Care coming to Dane County, I think it is critical to get a better handle on how the ADRC of Dane County serves clients in relation to the 15 focal points and the Area Agency on Aging of Dane County. With a growing aging population and multiple organizations providing services, we owe it to our seniors and their care partners to strive for an overall system that is both efficient and responsive to ensure that folks obtain services right away. Furthermore, Family Care will make enormous changes in local services for the developmentally and intellectually disabled community. Are we ready for the changes? What can we do to ensure our most vulnerable populations are served well?

**Here are some of the questions that could be answered:**

1. Since under state regulations ADRCs are only to serve clients for no more than 90 days, do we have appropriate systems in place to ensure that all clients are connected to other resources, including the focal points, voluntary health care organizations, and service providers focused on persons with intellectual and developmental disabilities?
2. The state provides Dane County with approximately \$4.5 million to run the local ADRC. How is this expenditure being measured? What outcomes based measurements are in place? Who reviews and determines what is in the local contract? Are taxpayers getting a solid service for this expenditure? Even though these are state dollars, we have a responsibility to ensure that the overall system is providing the best possible service, especially as budgets become even tighter.
3. Do we have duplication of services in Dane County with the ADRC, senior focal points, AAA of Dane County and other service providers all doing similar work?

4. Do we have “mission creep” with the ADRC assuming responsibilities better provided by existing not-for-profit organizations or other county agencies?

**Potential Benefits**

1. A full program review could lead to positive changes in our overall system to ensure that everyone is receiving excellent service in an efficient manner with clearly defined roles and responsibilities and methods to “hand off” clients to appropriate service providers.
2. With budgets getting tighter, policy makers need detailed information to determine the best use of local general purpose dollars and how this relates/interfaces with state dollars.
3. The opportunity to establish and work toward goals and objectives that can delineate the impact the ADRC is having in the community, through: (a) dollars saved or expended; (b) number of people served and how they are served with an eye toward quality assurance; (c) types of questions received; and (d) other related questions.